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Montana Plan For Criminal Justice Improvement

Volume II

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FOREWORD

The cover design is the product of a Montana artist whose considerable talents were enlisted to illustrate the guiding philosophy of this plan --Synergy.

This phenomenon in simplest terms, means that the total effect of cooperative elements is greater than the sum of the effects taken independently.

Hopefully, the combined impact of the basic elements of the criminal justice system, police - courts - corrections, will be synergistic by design and will have a positive effect upon crime control in Montana.

This plan represents a step in that desired direction.

BUREAU OF PLANNING
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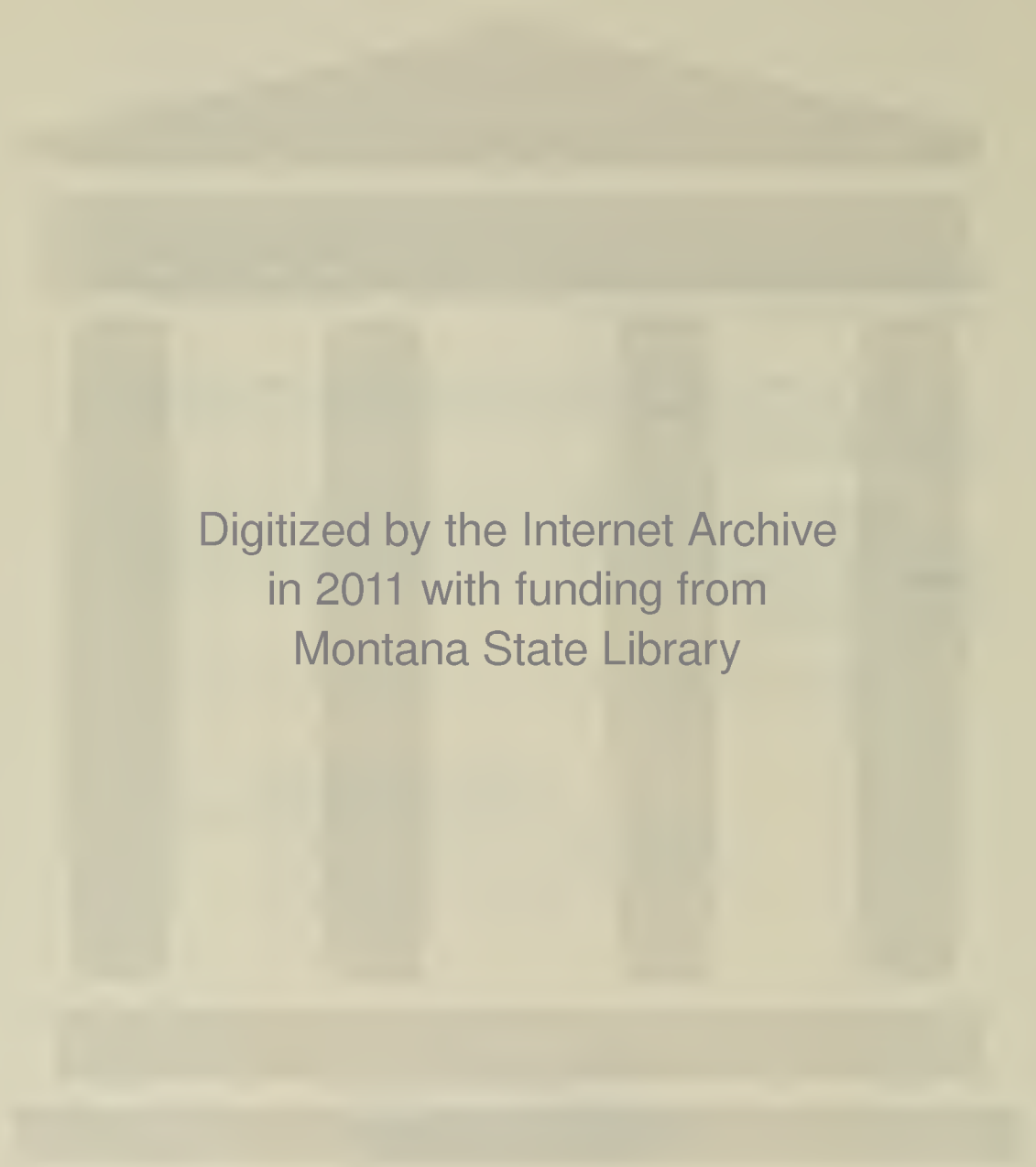

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FEDERAL CATEGORY	MANPOWER	TRAINING	EDUCATION	EQUIPMENT	FACILITIES	WORKLOADS	OPERATIONAL STANDARDS	SERVICES	INFORMATION SYSTEMS	FUNDS BY L.E.A.A. CATEGORIES 1974	1975	1976
Legislation		B-9					G-2			$ 2,500	$ 5,000	$ 5,000
Planning & Evaluation							G-2			$ 15,000	$ 100	$ 100
Research & Information Systems									I-1	$ 29,000	$ 45,000	$ 45,000
Prevention			C-2 C-4					H-1		$ 70,000	$ 95,100	$ 120,100
Detection, Deterrence & Apprehension	A-1 A-2 A-4	B-1 B-3 B-4 B-6 B-7 B-12	C-3	D-1		F-2	G-1		I-1 I-2 I-3 I-4	$1,107,000	$ 755,450	$ 585,550
Diversion	A-10						G-2			$ 22,500	$ 14,000	$ 10,000
Adjudication	A-5	B-4 B-7 B-13 B-14 B-15 B-16	C-1	D-1	E-3		G-3		I-1	$ 201,000	$ 135,250	$ 140,350
Institutional Rehabilitation	A-7 A-9	B-2 B-4 B-5 B-9	C-3 C-5	D-1 D-2	E-2	F-1	G-2		I-1	$ 142,100	$ 241,850	$ 213,700
Non-Institutional Rehabilitation	A-3 A-6 A-8	B-4 B-5 B-8 B-9 B-10 B-11	C-3	D-1	E-1 E-4		G-2	H-2 H-3 H-4	I-1	$ 230,900	$ 186,950	$ 144,550
									TOTALS	$1,820,000	$1,478,700	$1,264,350

NOTE: Programs placed in more then one category overlap into other L.E.A.A. categories.

SUMMARY CHART OF STATE PROGRAMS PLACED IN THE L.E.A.A. CATEGORIES AND THE AMOUNTS PLANNED IN EACH CATEGORY.

SUMMARY REFERENCE TO ACTION PROGRAMS

A. MANPOWER	L.E.A.A.	State or Local	Total	Percentage	Page
Replacement Manpower(A-1)	$ 5,000	$ 560	$ 5,560	90-10	109
Post-Graduate Employment(A-2)	$ 60,000	$49,700	$109,700	75-25 & 50-50	109
Juvenile Probation(A-3)	$ 70,000	$49,700	$119,700	75-25 & 50-50	111
Livestock Theft(A-4)	$ 30,000	$10,000	$ 40,000	90-10	112
County Attorney Coordinator(A-5)	$ 40,000	$ 4,500	$ 44,500	90-10	113
Clinical Services(A-6)	$ 40,000	$ 4,500	$ 44,500	90-10	114
Indian Pre-Parole Officer(A-7)	$ 10,000	$ 1,200	$ 11,200	90-10	115
Community Resource Developer (Juv)(A-8)	$ 15,000	$ 1,700	$ 16,700	90-10	116
Jail Inmate Treatment Program(A-9)	$ 13,000	$ 1,500	$ 14,500	90-10	117
Deferred Prosecution(A-10)	$ 20,000	$ 2,300	$ 22,300	90-10	118
B. TRAINING					
MLEA(B-1)	$250,000	$28,000	$278,000	90-10	121
Prison In-Service Training(B-2)	$ 50,000	$ 5,600	$ 55,600	90-10	122
P.O.S.T.(B-3)	$ 50,000	$ 5,600	$ 55,600	90-10	123
Out-of-State Training(B-4)	$ 28,000	$ 3,200	$ 31,200	90-10	125
Juvenile Corrections Training(B-5)	$ 27,000	$ 3,000	$ 30,000	90-10	126
Police/Press Seminars(B-6)	$ 10,000	$ 1,200	$ 11,200	90-10	127
Police/Prosecutor Training(B-7)	$ 10,000	$ 1,200	$ 11,200	90-10	128
Probation/Parole Training(B-8)	$ 4,500	$ 500	$ 5,000	90-10	128
Correctional Officers Standards & Training(B-9)	$ 100	$ 12	$ 112	90-10	129
Juvenile Probation Officers In-Service Training (MLEA)(B-10)	$ 4,000	$ 450	$ 4,450	90-10	131
Forensic Training for Mental Health Centers(B-11)	$ 5,000	$ 560	$ 5,560	90-10	132
C.J.S. Management Training(B-12)	$ 20,000	$ 2,300	$ 22,300	90-10	132
Defense Training(B-13)	$ 12,000	$ 1,400	$ 13,400	90-10	133
Judicial Conference(B-14)	$ 11,000	$ 1,250	$ 12,250	90-10	134
In-State Training Co. Attorney(B-15)	$ 12,000	$ 1,400	$ 13,400	90-10	135
Clerk of Court Training(B-16)	$ 5,000	$ 560	$ 5,560	90-10	136
C. EDUCATION					
Law School Interns(C-1)	$ 50,000	$ 5,600	$ 55,600	90-10	137
Public Education(C-2)	$ 5,000	$ 560	$ 5,560	90-10	138
C.J.S. Interns(C-3)	$ 30,000	$ 3,400	$ 33,400	90-10	139
K-12 Legal Education Development(C-4)	$ 15,000	$ 1,700	$ 16,700	90-10	140
Post-Secondary Education-Inmates(C-5)	$ 25,000	$ 2,800	$ 27,800	90-10	141

SUMMARY REFERENCE TO ACTION PROGRAMS (CONTINUED)

D. EQUIPMENT	L.E.A.A.	State or Local	Total	Percentage	Page
Equipment(D-1)	$ 1,000	$ 120	$ 1,120	90-10	143
Juvenile Institutional Vocational & Rehabilitation Equipment(D-2)	$ 10,000	$ 1,200	$ 11,200	90-10	144
E. FACILITY					
Group Homes(E-1)	$ 50,000	$ 5,600	$ 55,600	90-10	145
Correctional Diagnostic Center(E-2)	$ 100	$ 12	$ 112	90-10	145
Court Facility Improvement(E-3)	$ 25,000	$ 2,800	$ 27,800	90-10	147
Juvenile Receiving Center(E-4)	$ 100	12	112	90-10	147
F. WORKLOADS					
Prison Workload Analysis(F-1)	$ 2,000	$ 250	$ 2,250	90-10	149
Police Workload & Manpower Distribution Study(F-2)	$ 20,000	$ 2,500	$ 22,500	90-10	150
G. OPERATION STANDARDS					
Consolidation(S.I.P.)(G-1)	$130,000	$15,000	$145,000	90-10	153
Master Correctional Planning Committee(G-2)	$ 25,000	$ 2,800	$ 27,800	90-10	154
Supreme Court Commission Study on Evidence(G-3)	$ 30,000	$ 3,400	$ 33,400	90-10	155
H. SERVICES					
Criminal Justice Agency Community Awareness Program(H-1)	$ 50,000	$ 5,600	$ 55,600	90-10	157
Juvenile Intensive Counseling Services(H-2)	$ 10,000	$ 1,200	$ 11,200	90-10	158
Waylet(H-3)	$ 100	$ 12	$ 112	90-10	159
MOVE(H-4)	$ 100	$ 12	$ 112	90-10	160
I. INFORMATION SYSTEMS					
C.J.S. Information System(I-1)	$ 45,000	$ 5,000	$ 50,000	90-10	163
Communications(I-2)	$245,000	$27,200	$272,200	90-10	164
LETS(I-3)	$150,000	$17,000	$167,000	90-10	165
Police Operational Information System(I-4)	$100,000	$12,000	$112,000	90-10	166

OVERVIEW

This second volume of the state comprehensive plan evinces the first tentative steps toward a more goal-oriented, planning strategy than in the past. The early years of planning necessitated concentration on the obvious short-comings of the system in regard to manpower, training, education, communications, equipment and facilities.

In addressing these glaring needs, a series of continuing programs have developed requiring a considerable "dollar momentum" which cries for remedy.

The multi-year financial plan indicates the intent of the Board of Crime Control to gradually, over a 3 year period, reduce financial support of those programs which are clearly the state's responsibility to support and maintain. As federal funds are replaced by state funds in maintenance of these programs, the freed federal funds can, and will be, reallocated to crime-oriented programs and projects concerned with the implementation of criminal justice standards and goals.

During the preparation of this volume, standards and goals as published by the National Advisory Commission on Criminal Justice Standards and Goals, were reviewed and studied to identify those standards currently being developed and/or partially or completely in operation in Montana's criminal justice system. Not surprisingly, a large percentage of the national standards were in this category. These standards so identified are presented in tabular form in the first section of this volume entitled "A Potential State Criminal Justice System for the 1980's."

A formal review and evaluation of the National Standards and Goals is anticipated in this action year, contingent upon discretionary funding availability. Through this study, standards and goals will be developed to fit the needs and capabilities of Montana and subsequently implemented through programs, projects and funding incentives.

As evidenced in this volume, the Montana Board of Crime Control has elected to "bite-the-bullet" in regard to venturing into the hazy future of the 1980's. A supposedly "Ideal System", if there is such a thing, was wrestled with by the Board and the planning staff. The results of this ambitious effort appears herein. Obviously, it is not set in concrete nor are claims made that it is indeed the ultimate answer. At best it provides a general direction, as indicated by the past and present programs and projects funded by this agency.

Past priorities, as established by the Regional Advisory Councils and the Board of Crime Control, such as the upgrading of criminal justice personnel, communications, equipment, corrections, and information systems are currently in force but will be subsequently altered through review and adoption of statewide standards and goals. To alter course, arbitrarily, at this point in time would be premature and unfounded.

Along with the review of standards and goals, a more meaningful planning strategy will be developed to include greater Regional Advisory Council input within the comprehensive plan. A planning objective for the multi-year period is development of better regional planning capability and awareness through the establishment of regional planning sub-committees in each of the five regions.

As illustrated by our cover design, this plan attempts to develop a synergistic effect in combining programs. The overall impact on the system, and ultimately on the control of crime will be far greater than would be indicated by programs considered individually. To illustrate, consider the multiplier effect of the Law Enforcement Education Program (times) the Graduate Employment Program (times) Montana Law Enforcement Academy (times) Peace Officers Standards and Training (times) Management Training (times) Manpower and Workload Distribution Studies. The total effect is greater by far than a simple addition of individual effects. Synergy is the name and synergy is our game.

In the development of the long range goals presented in this volume, a set of categories was utilized as indicated in the Ideal System section of the L.E.A.A. guidelines. These categories were adopted and maintained throughout the multi-year projections and the annual action section. A comparative chart is contained in the multi-year section that matches these adopted categories with the established federal categories.

The Board of Crime Control and the SPA staff recognize that the projections and objectives expressed in the 1980's are subject to the "Evolution of Contingency". This phenomenon implies and was best illustrated by Samuel Butler in his reactions to Darwin's theory of evolution - that "a hen (solution) is nothing but an egg's (problem's) way of producing another egg (problem)." This plan has attempted to prepare for this contingency.

Furthermore, in all of the deliberations, decisions and projections by the Board of Crime Control, the Regional Advisory Councils and the planning staff, there is no claim made of any profound wisdom or vision. In fact, it was attempted with the same humility expressed by a wise old Rabbi who on his deathbed uttered his final words of wisdom when he said "Life is a river." When asked by his disciples, with some urgency, what he meant by "Life is a river," the Rabbi shrugged and croaked "So, it's not a river."

Planning Bureau
Montana Board of Crime Control

PART ONE: THE MULTI-YEAR PLAN

SECTION A: A POTENTIAL CRIMINAL JUSTICE SYSTEM FOR THE 1980's

POLICE

The ideal law enforcement system is based on a network of 10-man minimum departments deployed to provide 24-hour-a-day coverage to each county with a population over 2,500. Within the department, improved training, streamlined operating procedures and adequate facilities and equipment will improve police capability to patrol, detect and apprehend criminals and provide the myriad of other services required by the public.

Police capability to communicate and interact with the community also must be improved. The police must take an aggressive role in developing a community spirit and working with concerned citizens in preventing and detecting target crimes.

> MANPOWER: Establish and effectively deploy 10-man units to provide service to each county with over 2,500 population.

The increase in rural law enforcement manpower to units of 10 or larger is essential to the ideal system. Additional man-hours will allow time for advanced and specialized training; continuing and thorough investigations; 24-hour operations and interaction with the community.

Each department should include at least one person who has specialized skills in communication. This person, as a regular duty, should initiate and maintain contact with the news media and the community.

> TRAINING: Require a minimum 400 hours training for each recruit. In-service training of at least 400 hours per year should be required.

To reach and maintain a high level of police professionalism each recruit should be required by the Peace Officers Standards and Training Council to complete at least 400 hours of basic training. This recruit training should include the basic skills of mass and personal communication. It should give the recruit an understanding of the overall police function and prepare him to investigate any crime, apprehend the offender and prepare the case for prosecution.

Training in communication skills is essential for police capability to work with other law enforcement agencies, criminal justice agencies, citizens and the community and to extend his service to work among offenders to reduce recidivism.

Through in-service training the professional lawman should refresh his knowledge of basic skills and acquire specialized skills.

> EDUCATION: Establish minimum requirement of 12 years formal education or GED certification. Each recruit should agree to continue with post-secondary education.

Recruit screening should be used to select mentally and psychologically fit officers. High school graduation or certified equivalency should be a minimum educational requirement.

Salary increases will be needed to recruit and hold career-oriented officers. Incentive pay and promotions should be offered to encourage officers to acquire associate or baccalaureate degrees in police science or related fields.

> EQUIPMENT: Each agency should supply adequate equipment for the protection of the officer and the public. Specialized investigative equipment should be available as needed. Agencies should adopt and require uniforms which provide safety and public recognition.

Each agency should supply each officer with adequate equipment for his own protection and that of the public. Vehicles, essential to rural patrol, should be equipped for communications and visibility.

Uniforms should be adopted which are recognizable and easily identifiable. Specialized equipment should be available in each department to accomplish any task.

FACILITIES: Minimum facilities should include housing for communications, records, and personnel. Overnight detention facilities should allow space for interrogation and attorney/offender conferences.

Each agency should have facilities to house communications, record-keeping and dispatch. Ideally there should be a separate area for the administrator's office, clerical personnel, interrogation and visiting for detainees and an isolated area for offender/attorney conferences.

Jail facilities should be considered as holding areas for pre-trial detainees. Ideally, space should be provided for segregation of male and female adults and male and female juveniles.

WORKLOADS: Each agency should seek to effectively deploy available manpower by assigning non-sworn personnel to handling non-police matters and limiting the workload of sworn personnel to law enforcement duties.

Sworn trained officers, to the extent possible, should be free from non-police activities such as service to related agencies and civic organizations. Sworn personnel should limit duties to patrol, investigation and law enforcement functions.

Non-sworn personnel should be utilized to perform community awareness and other liaison tasks or, alternatively, these duties should be excluded from the department's functions to the extent possible. Supplementary manpower should assume responsibility for record-keeping, communication, dispatch and other clerical functions whenever, and to the maximum extent, possible.

OPERATING STANDARDS: Written standards defining the duties, responsibilities and activities of the agency and of each staff member should be posted. A similar outline of the agency function should be available to the public.

Specific areas of crime and specific target crimes should be periodically identified for both the staff and the public.

Each law enforcement agency should have a written and established policy for providing information to the press. This policy should provide for the release of routine information, promotional and education material and emergency communications as well as data on crimes, investigations and arrests. The policy should designate one or more individuals to serve as liaison to the press.

Each agency should have a written and established policy for handling citizen complaints and grievances. This policy should provide for a record of the complaint and subsequent action to be permanently filed and accessible to the public. A record of the subsequent action should be conveyed to the citizens.

Each officer should be encouraged to take an active role in encouraging and participating in school, civic organizations and neighborhood efforts to form or maintain worthy crime prevention programs.

These operating standards will assure that all staff and the community as well understand the police function. Such standards will also serve as the base for setting goals and priorities for the department itself and for liaison with the public and other agencies.

SERVICES OFFERED: Service to the public and to associated agencies should be the first priority of any law enforcement agency. Such services should include liaison and assistance to the governing body of each city and county, to the public, to detainees and their visitors, to prosecutors, defenders, courts and other law enforcement agencies to corrections officers and to offenders released back into the community.

Specific services should include:

(1) Assistance in the release of prisoners on their own recognizance;

(2) Diversionary plans;

(3) Specific target-crime campaigns;

(4) Narcotic and drug investigations;

(5) Intelligence operations (even extending to the detention system);

(6) The capacity to speak and meet with school, religious and civic groups interested in active crime prevention; and,

(7) Active support and participation in civic campaigns aimed at prevention, patrol or detection of crime.

To further minimize public apathy, law enforcement agencies in major communities should take an aggressive role in developing community awareness and interest by:

(8) Contacting school, civic and religious organizations for assistance in reducing target crimes, fostering cooperation and planning neighborhood security; and,

(9) Maintaining contact with the community through ongoing campaigns of regular public meetings, press conferences and participation in school and civic affairs.

> INFORMATION SYSTEMS: An integrated network of criminal justice information systems providing full-time dispatch must be established.

All criminal justice agencies will require more information to function properly in the next ten years. This information must be timely and useful in decision making. It will be required for both operational and management purposes.

The information will assist local and state criminal justice agencies in the apprehension of criminals, the reduction of the personal risk of arresting officers, the expeditious handling of court cases and the effective treatment of offenders. It will aid in the planning, organizing, directing and evaluation of activities where most of the needs are statistical in nature.

To accomplish this, an integrated network of criminal justice information systems must be developed for collecting, processing and disseminating data. Considerable use of the latest information system technology involving computers, telecommunications and terminals will be required to operate a single, complete information network linking all criminal justice agencies. The network would be operationgal on a 24-hour, seven day-a-week basis.

The proposed criminal justice system network corresponds to four levels of government jurisdiction. The first level of jurisdiction consists of the information and statistical activities conducted by the Federal government. The second level includes the activities conducted by the state. The third level is the criminal justice information and statistical system maintained by local jurisdictions. This level, in most cases, would be a joint city and county endeavor. The fourth level consists of the information needs of the individual criminal justice components; the police, courts and corrections.

Standards must be established for the design and operation of the criminal justice systems to facilitate inter-system communication and to ensure the integrity and security of data. The standards are necessary for system and security and privacy procedures.

Montana would need a mandatory reporting law authorizing the state to collect criminal justice data on standard input forms. Legislation would be required to establish a Security and Privacy Council with sufficient authority to adopt and administer security and privacy standards for criminal justice information systems. These standards would include purging, access, and dissemination of criminal offender data.

The state should provide the following services as part of the criminal justice information system:

- Online data fulfilling common information needs for criminal justice agencies. The following table illustrates the function of the state system.

Table I
Criminal Justice Functions Performed By
State Criminal Justice Information Systems

Police Functions	Courts Functions	Corrections Functions
Administration/Finance	Administration/Finance	Administration/Finance
Alphabetic Index	Briefs Bank	Aftercare Information
Arrests	Courts Personnel	Case Disposition Reports
Communications-Message Switching	Criminal History	Corrections Personnel
Communications-Online Inquiry	Juvenile Index	Criminal History
Crime Lab	Juvenile Records	Inmate Accounting
Crime Trend Analysis	Offender Based Transactions	Inmate Records
Criminal Associates	Planning	Offender Based Transactions
Criminal History	Probation & Parole	Performance Evaluation
Fingerprinting Processing	Prosecution	Physical Goods Inventory
Licensing/Registration	Research/Statistics	Planning
Missing Persons		Probation & Parole
Modus Operandi		Rehabilitation
Narcotics Control		Research/Statistics
Offender Based Transactions		
Organized Crime		
Performance Evaluation		
Planning		
Police Personnel		
Research/Statistics		
Stolen Licenses		
Stolen Property-Guns		
Stolen Property-Vehicles		
Stolen Property-Other		
Subjects in Process		
Training		
Uniform Crime Reports		
Warrants/Wanted Persons		

- A computer to computer interface or remote job entry interface with Montana State Prison for access to corrections data. Table I contains a list of functions supported by the corrections information system.

- Access by computer interface to vehicle and driver files maintained by non-criminal justice agencies.

- Maintenance of a state computer dedicated solely to and controlled by criminal justice agencies.

- All necessary telecommunications and terminals for access to local users in all 56 counties, either by computer to computer interface, remote job entry interface or direct terminal link.

- The computerized switching of agency to agency messages for all intrastate users and routing of messages to and from qualified agencies in other states.

- A high speed interface to NCIC providing access, entry and update to all NCIC files and indexes.

- The reporting of offender-based transaction and uniform crime report statistics to the federal government.

- Preparation of a yearly master plan for the development and maintenance of the integrated network of criminal justice information systems.

- Arrangements for the audit and inspection of state and local information systems.

- Technical assistance and training to all criminal justice agencies in data collection methods, system development, statistical analysis, data processing, telecommunications, and planning and evaluation.

In order to accomplish the previously outlined functions, the state will have to staff and fund a criminal justice planning and evaluation center, a statistical analysis center, a data processing center, and an identification center.

Local automated information systems would be developed in the more populated areas to satisfy joint city and county needs. These systems would be supported on local shared computers or remote job entry from the state dedicated computer. The local criminal justice information systems would be located in Billings, Great Falls, Missoula, Butte, Helena, Bozeman, and Kalispell. They would develop a combination of manual and automated systems relative to police and courts functions as described in the following table. All of the functions may not be required at every location.

Other local criminal justice agencies would develop manual systems to satisfy their information needs.

Table II
Criminal Justice Functions Performed By
Local Criminal Justice Information Systems

Police Functions	Courts Functions
Activity Reporting	Administration/Finance
Administration/Finance	Calendar/Scheduling
Alphabetic Index	Case Control
Communications-Online Inquiry	Case Disposition Reports
Crime Trend Analysis	Citation Control
Performance Evaluation	Communications-Online Inquiry
Planning	Docketing
Research/Statistics	Evidence Control
Resource Allocation	Fines, Collateral, Bail
Subjects in Process	Jury Management
Workload Analysis	Juvenile Index
	Planning
	Research/Statistics
	Summons Control
	Warrant Control
	Witness Control

COMPLIANCE WITH STANDARDS AND GOALS:

The following standards set by the National Advisory Council on Criminal Justice Standards and Goals in the report on "Police" are being at least partially met by Montana law enforcement agencies.

MANPOWER:
- 1.4 Communicating with the Public
- 1.5 Police Understanding of their Role
- 1.7 News Media Relations
- 5.2 Combined Police Services
- 9.1 Specialized Assignment
- 9.8 Special Crime Tactical Forces

MANPOWER: (cont.)	9.10	Narcotic and Drug Investigation
	10.1	Assignment of Civilian Police Personnel
	10.2	Selection & Assignment of Reserve Police Officers
TRAINING:	1.2	Limits of Authority
	1.3	Police Discretion
	3.2	Crime Prevention
	16.4	Interpersonal Communications Training
	16.5	In-Service Training
	16.6	Instruction Quality Control
	16.7	Police Training Academies and Criminal Justice Training Centers
EDUCATION:	13.2	College Recruiting
	15.1	Educational Standards for Selection of Police Personnel
	15.2	Educational Incentives for Police Officers
EQUIPMENT:	4.3	Court Supervised Electronic Surveillance
	21.1	Police Uniforms
	21.2	Firearms and Auxiliary Equipment
	21.3	Agency Provision for Uniforms and Equipment
	23.2	Standardized Radio Equipment
	24.2	Basic Police Records
	24.3	Data Retrieval
	24.4	Police Telecommunications
FACILITIES:	4.1	Alcohol and Drug Abuse Centers
	12.2	The Crime Laboratory
	12.4	The Detention System
WORKLOADS:	1.1	The Police Function
	1.4	Communications with the Public
	4.3	Diversion
	5.1	Responsibility for Police Service
	9.7	Criminal Investigators
	9.9	Vice Operations
	9.10	Narcotic & Drug Investigations
	9.11	Intelligence Operations
	16.4	Interpersonal Communication Training
	16.5	In-Service Training
	24.1	Police Reporting
	24.2	Basic Police Records

OPERATING STDS.	1.7	News Media Relations
	2.2	Establishment of Policy
	7.2	Executive Responsibility
	9.5	Juvenile Operations
	9.6	Traffic Operations
	9.11	Intelligence Operations
	18.2	Police Employee Organizations
	23.3	Radio Communications
	24.1	Police Reporting
SERVICES:	1.1	The Police Function
	2.2	Establishment of Policy
	4.3	Diversion
	9.8	Special Crime Tactical Forces
	9.9	Vice Operations
	9.10	Narcotic and Drug Investigation
	9.11	Intelligence Operations
	12.4	The Detention System
INFORMATION SYSTEM:	23.1	Police Use of the Telephone System
	23.3	Radio Communications
	24.1	Police Reporting
	24.2	Basic Police Records
	24.3	Data Retrieval
	24.4	Police Telecommunications
	4.1	Police Information Systems
	4.2	Crime Analysis Ability
	4.5	UCR Participation
	4.6	Expanded Crime Data
	4.7	Quality Control of Crime Data

COURTS

Adjudication within the framework of the criminal justice system is a complex sub-system consisting of three distinct components. The prosecutors belong to the executive branch of government and represent the community as a whole. The courts belong to the judicial branch of government and have the primary responsibility in insuring laws are properly applied and justice done. In operation, the defense represents the individual person charged with a crime. Its primary function is to see that the individual receives fair and proper treatment. Each of these components is separate and distinct and the distinction must be realized.

In discussing the ideal adjudication system for Montana, two pertinent facts must be realized. First, Montana is a rural state with a large geographical area and low population density. The largest center of population in Montana is less than 100,000. Also, the ideal system must be structured to fit within the framework of the new Montana Constitution which was adopted in 1972. These two considerations are critical to the following discussion of the components of the adjudication sub-system.

Supreme Court

All courts in the state should be unified under the direction of the Supreme Court. Concurrently, all trial courts should be unified into a single trial court with general jurisdiction but under the supervision of the Supreme Court. By unifying the court system under the supervision of the Supreme Court, rules and procedures would be uniform throughout the state.

District Court

The district court is the court of general trial jurisdiction and must be a court of record. Because Montana is a rural state, the jurisdiction of the district court extends to juvenile and family matters. A guiding principle in discussing the ideal district court system is that all district court judges should have comparable caseloads. However, in determining what comparable caseloads are, the geographical areas encompassed by the judicial district must be considered. In Montana, there have been no

new judicial districts since about 1947. No additional judges have been added since 1963. Some communities and areas have undergone great population growth in the last 10 or 15 years, and consideration must be given to changing judicial districts and adding judges where they are needed.

Montana does not have need of court administrators for each judicial district. Caseloads and administrative problems at the district court level do not justify this. However, there should be one court administrator at the state level. He would be responsible to the chief justice of the Supreme Court and would work for the entire judicial system in Montana. He would make reports to the chief justice regarding caseloads both at the Supreme Court level and at the district court level. The administrator would determine problem areas, new programs, and whether the legislature ought to re-district or add new judges. He would also be responsible for establishing education and training programs for Montana's judges.

Justice Courts

Justice courts are courts of limited jurisdiction and are required by the 1972 Montana Constitution. Jurisdiction of the justice courts should extend only to minor offenses and small claims but they also should be examining courts to determine if there is probably cause that a felony has been committed. Except in minor traffic cases, the justice court should be a court of record.

Justices of the peace should be judicial officers and not county officers. Since justices of the peace do make judicial decisions which affect the lives and the rights of many people, they should be attorneys.

Appeals from justice court should be based on review of the record and should not be by trial denovo. Because the 1972 Montana Constitution states that appeals from justice court shall be by trial anew at the district court level, a constitutional amendment would be necessary to implement review.

MANPOWER: The Supreme Court should consist of a chief justice and six associate justices. Judicial districts should be reevaluated and new judges provided for as needed. One court administrator directly responsible to the chief justice of the Supreme Court should be appointed.

By having six associate justices the workloads of each judge would be reduced. The justices would have more time to devote to those cases assigned to them.

To assist the justices with their research and with their workload, each justice should have one law clerk who is a full-time attorney assigned to him. The court should also have screening provisions to eliminate frivolous appeals and segregate appeals which do not require full hearings.

> TRAINING: A program of continuing education should be available to Supreme Court justices and to district judges.

Just as a trial judge is different from an attorney, so an appellate judge is different from a trial judge. To assist the justices in the role of appellate judges, and to help them keep abreast of new ideas in judicial circles, provisions should be made to allow the justices to attend seminars and conferences for appellate judges. Since Montana would only have seven (7) justices under the ideal system, seminars and conferences should be held in conjunction with appellate judges from other states. By bringing appellage judges together from various jurisdictions, the needs and problems of the court system in Montana could be discussed with other judges who may have similar problems and needs.

When an attorney moves to the bench, he will find himself involved in many kinds of cases which he did not handle as an attorney. An example of this is that many of our district court judges were not involved with juvenile law when practicing as an attorney. As an attorney, he acted as n advocate for his clients. As a judge he must be a neutral party and must make decisions based on the facts presented to him and the law.

A seminar on the role of the judge should be required of all newly appointed or elected judges. One of the principle things a judge will be involved in is the sentencing of convicted offenders and it is extremely important that all judges receive training in this area.

EDUCATION: Justices of the Peace should be qualified attorneys.

WORKLOADS: No justice should be assigned more than thirty (30) cases per year for written opinions. All court personnel should have adequate supportive staff and secretarial help.

The workloads for the justices must be such that the court's calendar remains current. To insure that the court does remain current, no justice should be assigned more than thirty (30) cases for written opinions. This takes into consideration the fact that each justice must prepare himself for all cases to be heard during the term.

Judges should have adequate secretarial help. No judge should spend a great deal of his time answering correspondence or writing memoranda. Judges should be able to devote their full attention to their principle duty - making judicial decisions.

Justices of the peace must also have adequate staff to handle administrative duties. Clerks and secretarial help should be available to the justices. They should utilize modern administrative and management techniques. Justices of the peace should not have to record all their proceedings and filings by longhand in a ledger. The justices also must have available to them a current set of Montana Codes as well as access to a law library.

OPERATING STANDARDS: A screening process should be implemented to avoid hearing frivolous cases and to segregate cases which do not require a full-hearing.

Justices of the Peace should be judicial and not county officers. Jurisdiction of justice courts should be limited to minor offenses and small claims.

INFORMATION SYSTEM: The system, supported by a central complex in Helena, would provide a brief bank, case history/summary file and a capability for civil and criminal law research.

Montana's courts are not faced with the problems besetting courts in large population centers. Cases are not back-logged nor are there other extreme delays in the court system. Thus many sophisticated computer applications such as court calendaring and other management system would not be cost/effective.

However, there are some areas where assistance is needed. Utilizing the computer complex at Helena, and terminals in each of the counties, district judges, prosecutors and defense lawyers could retrieve and utilize information in a brief bank and case history/summary file. Provisions would be made for civil and criminal law research and the law school at the University of Montana would have direct access to the research file and provide technical assistance.

PROSECUTION

Professional expertise is the key element of an effective criminal prosecution system. The current low volume of criminal cases in rural Montana, however, means that many prosecutors handle too few cases to develop that needed expertise.

The ideal prosecution system is based on restructuring the jurisdictions of prosecutors. A network of district attorneys would assume responsibility for all criminal prosecutions. The district jurisdictional system would be drawn to allow each prosecutor a full-time criminal caseload. Professional expertise could be developed through the concentration of these individual prosecutors on criminal cases.

> MANPOWER: Full-time district attorneys responsible only for criminal prosecution should be elected. The district attorneys should be employees of the state and not involved in private practice. Assistant district attorneys and clerical staff should be employed in large geographical areas or districts with heavy caseloads.

Districts should be drawn which consider the state's demography. Generally, a population of approximately 25,000 would be a reasonable jurisdiction. Assistant district attorneys should be provided for in rural areas with great distances between population centers.

The prosecutors should be elected by the people of the district to a four year term to ensure that the prosecutor is responsive to the people yet has adequate time to prove himself to the electorate.

As the prosecutor is the state's representative in criminal prosecutions, he should be an employee of the state. An equitable salary should be set by a state salary commission to recruit competent attorneys.

Assistant district attorneys also should be full-time and have no interest in a private practice. The assistant prosecutors should be employees of the state and should be offered a starting salary comparable to those offered by the state's larger law firms.

At least one legal secretary should be employed for each two attorneys in an office.

An alternative to the district attorney system would be the centering of prosecution attorneys in the office of the Attorney General. The Attorney General would hire several qualified and experienced prosecutors who would be available to county attorneys for trial assistance. Such a system would provide some professional prosecution expertise in smaller populated areas. The failure of this plan is that experience and expertise are most often needed in case preparation and in case investigation and such assistance would not be available. At least 2 two-day seminars should be offered each year and attendance at one should be required. Emphasis should be on office management and prosecution programs.

TRAINING: There must be a statewide program of continuing education and training for prosecutors to keep prosecutors abreast of changes in case law and legislation. Training will also help the prosecutor in developing and refining prosecution skills. Emphasis of the program should be trial tactics, office management and prosecution.

A minimum of 2 two-day seminars should be offered each year. Each prosecuting attorney should be required to attend one of these seminars.

EQUIPMENT: Standard office equipment and dictating and videotape equipment is necessary.

The equipment needs of a prosecutor's office are minimal. The office should be furnished with standard office equipment. Dictating equipment should include portable dictaphones which can be taken from the office when interviewing witnesses and investigating crimes. Each office should have access to videotape equipment. This equipment can be used for taping confessions and for preserving testimony.

> FACILITIES: Each attorney in the prosecutor's office must have a private office. There should also be adequate storage space for files, a comfortable reception area and space for the secretarial help.

Each prosecutor's office must have a working library including a set of codes for each attorney in the office, a set of the state reports, the State Digest series, the Pacific Reporter, and the reports of each of the federal courts. Each office also should subscribe to the Criminal Law Bulletin and to the Search and Seizure Bulletin.

> WORKLOADS: No district attorney should be expected to handle more than 90 felony cases annually.

Workloads are extremely difficult to estimate since cases vary in required time. Some cases are handled rather quickly, while others take a considerable amount of time. A rule of thumb in establishing workloads is that five (5) full-time attorneys can adequately handle a caseload of 450 felony cases per year. One attorney can adequately handle 90 felony cases per year.

> OPERATING STANDARDS: Each office should be autonomous in deciding policy.

Most Montana offices will be quite small having only two or three attorneys. The largest office in

Montana, assuming full-time attorneys, would probably house no more than eight (8) attorneys. Consequently, formalized operating standards are not critical and each office should formulate its own procedures.

> SERVICES: Principle service which the prosecutors office should provide to the public other than criminal prosecution is consumer protection.

Consumer protection services offered should be the investigation and, if necessary, prosecution of consumer complaints. The office also should advise businesses and homeowners regarding the protection of their property. This program would take in such things as bad checks, shoplifting and fraudulent practices.

Supportive Services

> APPEALS: Appeals should be the principle responsibility of the attorney general's office.

The Attorney General has the best facilities to handle appeals and is located at the seat of government where the Supreme Court also is located. The prosecuting attorney should assist the Attorney General in preparing appeals and should be present at the hearing before the Supreme Court to answer any questions about proceedings at the trial level.

> STATE PROSECUTORS ORGANIZATION: A statewide organization of prosecutors should be established and staffed by an executive director. This state organization would be responsible for the training programs and for preparing legislation on behalf of the prosecutors and lobbying during the legislative session.

This state organization also would keep prosecutors informed of recent developments in legislation and case law and would develop statewide programs for prosecutors.

> POLICE PROSECUTORS RELATIONS: Prosecutors should be actively involved in a program of police-prosecutor relations.

Such a program is vital to the proper and successful enforcement of the law. It is imperative that the prosecutor understands the police job and that he appreciates the problems the police face in investigating criminal activity.

It is similarly important that the police are aware of the problems the prosecutor faces in preparing a case for trial and the need for proper investigation and preservation of evidence. By implementing a program of police-prosecutor relations, both sides should benefit and the administration of justice in the locality should be improved.

> LAW STUDENT INTERNS: The prosecutors should be involved in establishing a law-student intern program. Interns would assist the prosecutor in researching criminal law. The program also would provide a training ground for future prosecutors and serve as a recruiting tool for prosecutors.

THE DEFENSE

Public Defender System

As with the prosecution, the key to the ideal defense system is the development of professional expertise. All components of the ideal system should be geared to provide professional expertise to the public defender.

Public defender offices staffed full-time by attorneys should be established. Public defenders should not be engaged in the private practice of law. Each public defender should be appointed to a four-year term and eligible for reappointment to keep turnover to a minimum. Selection should be made by a state selection committee. A public defender should be subject to removal for cause.

To recruit qualified competent attorneys, an attractive salary should be offered. The public defender should be an employee of the state to avoid local pressure.

> MANPOWER: Regional public defender offices must be established and adequately staffed. Investigators and expert witnesses must be available.

Public defender offices should be located in set regions or districts chosen on a combination of population and geography. Each district would have a population of 30,000 to 35,000. Geographic considerations are also important. Most public defender offices in rural Montana will require at least two full-time attorneys to cover the area.

The public defender must have access to investigators to adequately defend all clients. Investigative personnel will be used to find witnesses, take statements and examine evidence. The defender also will need expert witnesses to make proper comparisons of prosecution's evidence and to question the testimony given by the prosecution's expert witnesses.

TRAINING: Continuing education and training for public defenders is necessary.

Such a program is needed so that the public defender can keep abreast of the latest changes in the criminal law and develop his defense skills. Training seminars also will provide the public defenders with an opportunity to discuss mutual problems. A minimum of two (2) seminars each year should be required. Emphasis should be placed on trial tactics, investigation, office management and correctional programs available to offenders.

EQUIPMENT: Equipment needs of the public defender are minimal.

Each public defender's office should be furnished with basic office equipment. Dictating equipment should include portable dictaphones. These would be used for research out of the office and taking statements from witnesses or potential witnesses.

FACILITIES: Each attorney in the public defenders office must have a private office and access to resource material.

There should also be a private room at the jails in which the public defender can confer with his client.

An adequate library including a current set of the codes is essential. Each office also should have the Montana reports, the State Digest and the Pacific Reports as well as the reports for each of the federal courts.

The office should also subscribe to the Criminal Law Bulletin and to the Search and Seizure Bulletin.

WORKLOADS: An attorney in a public defenders office could adequately handle an estimated 80 felony cases per year.

In establishing maximum workloads, geographic considerations must be taken into account. Because of the rural nature of many areas,public defender districts in Montana will have rather large geographical areas and relatively small caseloads.

OPERATING STANDARDS: Each public defender's office should be autonomous in setting operating procedures.

Because the geographical area covered and the caseloads will vary so greatly from district to district, each office will have to establish it's own operating procedures in accordance with it's needs.

Supportive Services

The public defender system in Montana should have a state organization and a state office and a law school intern program. The state office would handle appeals to the Supreme Court, habeas corpus proceedings at the prison, etc. It would also provide assistance to the local public defender when necessary in research, trial assistance and, possibly, investigation.

The state office would also be charged with developing programs for public defenders. These programs would include continuing training, manuals, a brief bank and a research program.

Under the law school intern program, law students would be assigned to work in public defender offices. The interns would not be allowed to handle cases but would be available to do legal research and to assist in investigations.

Such a program would benefit both the public defender system and the students. The students would be exposed to actual proceedings and be better able to determine whether they wanted to pursue a career in public defense following graduation. The public defender system would benefit from research assistance and the recruiting of public defenders.

COMPLIANCE WITH STANDARDS AND GOALS

The following standards set by the National Advisory Council on Criminal Justice Standards and Goals in the report "Courts", are being at least partially met by the Montana judicial system.

OPERATING STANDARDS:	1.1	Criteria for Screening
	1.2	Procedure for Screening
	2.1	Criteria for Diversion
	2.2	Procedure for Diversion Programs
	3.1	Abolition of Plea Negotiations
	3.2	Record of Plea and Agreement
	3.3	Uniform Plea Negotiations Policies and Practices
	3.4	Time Limit on Plea Negotiations
	3.5	Representation by Counsel during Plea Negotiations
	4.1	Time Frame for Prompt Processing of Criminal Cases
	4.2	Citations and Summons in Time of Arrests
	4.3	Procedure in Misdemeanor Prosecutions
	4.4	Limitation of Grand Jury Function
	4.5	Presentation Before Judicial Officer Following Arrest
	4.6	Pre-trial Release
	4.7	Nonappearance after Pre-trial Release
	4.8	Preliminary Hearing & Arraignment
	4.9	Pre-Trial Discovery
	4.10	Pre-trial Motions and Conference
	4.11	Priority Case Scheduling
	4.12	Continuances
	4.13	Jury Selection
	4.14	Jury Size and Selection
	4.15	Trial of Criminal Case
INFORMATION SYSTEMS:	5.1	Decision Making in Individual Cases

Discussion of an ideal correctional system must start with a determination of what we want the system to do; in other words, with the philosophy. Existing philosophies are punishment, deterrence or rehabilitation. Each has its advocates. In the past, the mistake has been to choose one of these philosophies as a panacea to all correctional cases.

A truly ideal system does not rest upon an earthshaking new philosophy but rather upon a combination of the three existing philosophies; punishment, deterrence and rehabilitation. Each must be available and the most suitable mode of treatment diagnosed and applied to the individual offender.

Therefore, the purpose of the adult correctional system is not simply to punish, or deter, or rehabilitation, but - to the extent possible - to modify the offender's behavior to a socially, acceptable level.

The first consideration of the ideal system should be to diagnose the most effective treatment for the individual offender.

The determination of guilt officially registers an individual into the correctional process. Although many believe corrections begins with arrest; deviant behavior has not been established at that point, so no modification is justified.

Upon determination of guilt and prior to imposition of sentence, the offender should be sent to a diagnostic testing and evaluation center to determine proper treatment. The testing and evaluation center must accept each convicted felon and be capable of meticulous medical, psychological and psychiatric evaluation by a professional staff. Outside data such as court observations, criminal history and any field investigation might also be used by the staff in preparing recommendations for treatment to a sentencing and review authority.

The sentencing and sentence review authority should be made up of those persons best able to determine the needs of the offender. A minimum of three persons is needed for the sentencing authority: (1) the trial judge; (2) the director of the diagnostic testing and evaluation center: and, (3) the director of the Department of Institutions, which would be responsible for every convicted felon.

The sentencing authority would have many options. Taking all available information into consideration, it may release the offender, or proceed with any of the following alternatives:

1. Defer imposition of sentence;
2. Establish probationary period;
3. Sentence to a community correctional facility;
4. Sentence to another facility such as the state hospital;
5. Sentence to the Montana State Prison; or,
6. Sentence to execution.

Community manpower and rehabilitation programs would be provided as auxiliary services to probationers or inmates of a community treatment center. All three philosophies, punishment, deterrence and rehabilitation are included among the treatment options.

While the majority of offenders will return to "the street", not all can. A certain percentage of those convicted will, by necessity, be permanently incarcerated or executed.

In this ideal system, the sentencing authority would assume responsibility for the functions currently performed by the Board of Pardons. Responsibility for the field services currently provided by the Board of Pardons staff as well as for all modes of correctional treatment would be assumed by a division of corrections within the Department of Institutions.

To reiterate: Some correctional administrators believe corrections in the community is the only possibility for success. Others see long prison terms as a solution. Each existing philosophy and treatment mode is effective for certain offenders.

The ideal system incorporates the existing system but adds diagnosis as the initial step in determining individualized corrections.

The following sections outline the incorporation of the existing system into the development of any ideal system. The flow chart on page 37 illustrates the individual's progression through this ideal system.

Montana State Prison

The diagnostic testing and evaluation center should be housed at the Montana State Prison in Deer Lodge. Each convicted felon should be committed to the center for a 60 day evaluation. Locating the center at the new prison site near Rothe Hall would allow the professional staff to draw upon the resources of the nearby state hospital in Warm Springs and the University of Montana in Missoula. The prison will be the center of the correctional effort with all related programs being coordinated from that point. The sentencing and sentence review authority should meet at the Rothe Hall site on a regular basis.

The old maximum security prison in downtown Deer Lodge must be abandoned and the central prison administration and operation moved to the ranch area. Facilities at the ranch area must include maximum, medium and, perhaps, some minimum security areas. Facilities designed specifically for women offenders, the criminally insane, or the compulsive offender need not be included at this site as such offenders are few and may be adequately handled by interstate compactual agreement.

Manpower needs at the central institution will require a 4 to 1 ratio of inmates to correctional officers. The officers must meet minimum standards for qualification established by a Correctional Officers Standards and Training (C.O.S.T.) committee. After introductory training, a continuing education program must be provided and required.

In addition to the facilities mentioned and inmate living quarters, facilities and equipment for academic and vocational education should be provided.

The institution as described above is in compliance with standard 11.2 (modification of existing institutions) set by the National Advisory Commission on Criminal Justice Standards and Goals. It will also comply with standards 2.5 (Healthful surroundings), 2.6 (medical care), 6.2 (classification), and 11.4 (education and vocational training).

Board of Pardons

The functions currently performed by the Board of Pardons, as mentioned previously, would be assumed by the sentence and sentence review authority. That authority would be separate from correction services (a function currently performed by the field staff of the Board of Pardons). The authority would be composed of three members, autonomous in its decision making but limited to conducting ten classification or re-classification hearings in one day.

The field treatment section would be a function of the division of corrections. The field service personnel would serve as a coordinator of community services, jailer and advocate to the offender. This is to say the community service officer in the community will wear many hats but have only one purpose; to accept responsibility for the offender in the community and to exercise his authority over the person assigned to him to insure the best interests of society.

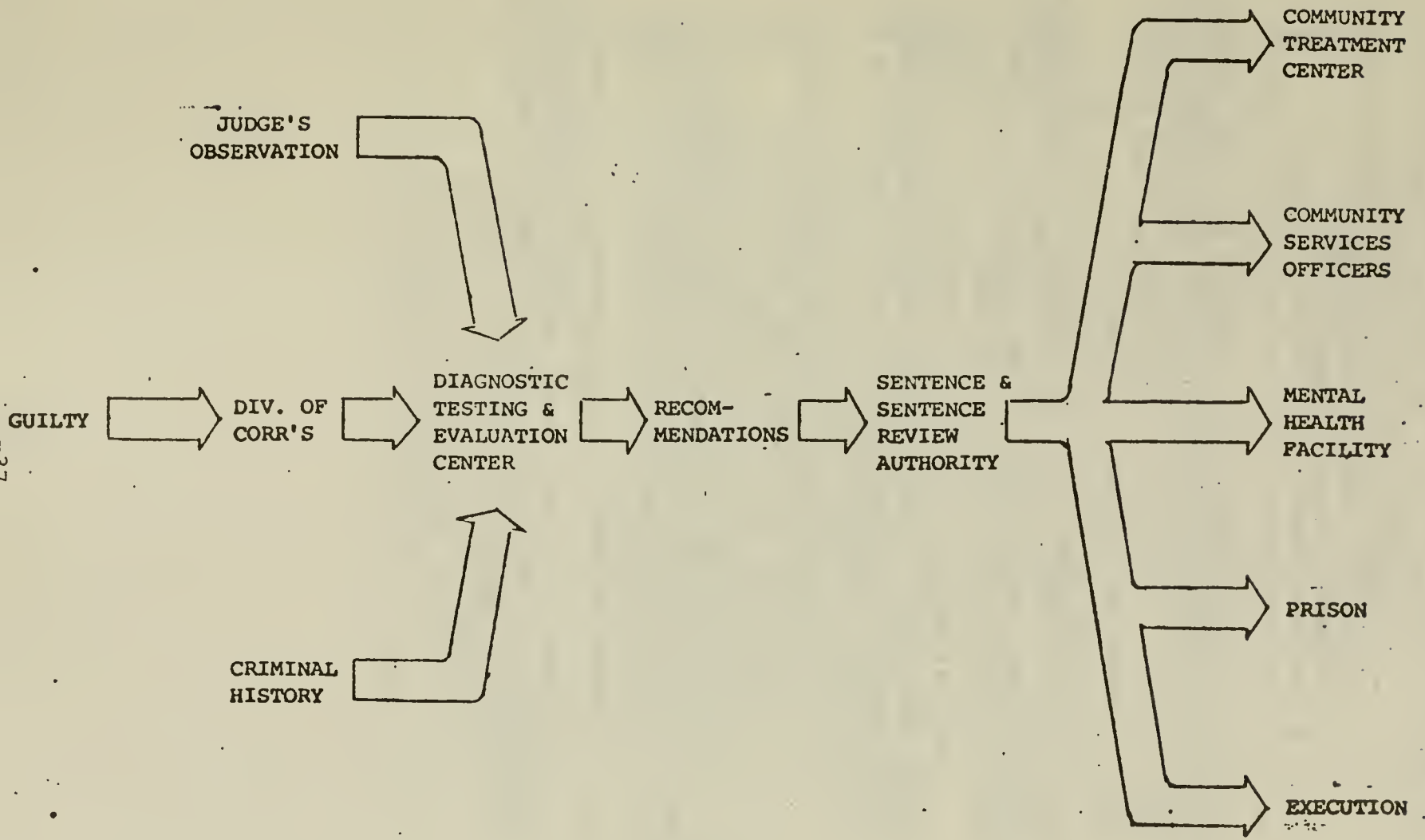
The Division of Corrections will have responsibility for felons incarcerated in the local jail and will determine standards for operation and procedures to be implemented by the community service officer. That officer shall be responsible for a staff providing rehabilitative services. No staff member shall have a caseload of over 35 persons.

Corrections in the Community

Ideally each community should have a center specifically designed to treat the needs of each offender and to utilize auxiliary skills available in the community. This could include everything from detention to psychological treatment, medical services, education and training opportunities, social welfare services and employment security.

Obviously, cost will prohibit construction of such a center in even a few localities. The alternative is to coordinate these services which are available in most communities. This coordination should become the direct responsibility of the Division of Corrections.

IDEAL CORRECTION SYSTEM



Facilities and services available in the community must be utilized at every phase of the correctional effort from strict incarceration through a graduated release procedure.

> MANPOWER: Increase supervision. Decrease prison manpower. Add regional community services officers.

In an ideal system it is essential that the manpower of the adult parole authority be increased so that no one individual has a caseload of more than 35 persons or more than 50 units. (One person equals one unit and one pre-sentence investigation equals 5 units).

Existing manpower at the state prison is at an approximate ratio of one to one. This ratio may be effectively reduced to an overall ratio of one employee to 4 inmates, but could vary in special circumstances.

Regional community services officers must be added to assume responsibility for all convicted offenders within a planning region. Those officers will be employees of the Division of Corrections.

> TRAINING: A correctional officers standards and training council should be established to set minimum qualifications for employment in the correctional system. The committee should determine basic and on-going in-service training needs.

A minimum of 80 hours basic and 40 hours of continuing training must be completed annually in order to keep up with the changes and new techniques in the field.

EDUCATION: Establish three levels of educational requirements: correctional officers, no educational requirement; community services regional chief, minimum of B.A.; diagnostic and special treatment personnel, must be qualified and licensed in profession.

The correctional officers, or guards, do not need to meet specific educational requirements to be eligible for a position. However, they must have a sincere interest and be trainable. Incentives should be added to encourage further formal education.

The regional community services officer should have a minimum of a Baccalaureate Degree in the behavioral sciences and preferably additional education and experience.

The professional staff making up the diagnostic and testing function must be qualified and licensed in their respective professions such as M.D., Ph.D., etc.

EQUIPMENT: Provide some voc-ed equipment at the prison. Provide extensive, highly-specialized equipment at the diagnosis and evaluation center.

The ideal corrections system will not require a great deal of equipment because of the community emphasis. While vocational educational equipment will be needed at the prison, adequate equipment already is available in most communities.

Specialized equipment will be needed for the testing and evaluation center.

FACILITIES: The ideal system requires both a central facility and auxiliary facilities throughout the regions and individual communities.

Facilities for Montana's ideal system center around a new central institution at Deer Lodge which will house the evaluation and classification service. From that point, the offenders will be transferred to treatment programs most suited to his needs.

Ideally, the established planning regions throughout the state should identify facilities to meet the needs of the individual in all steps of the correctional process.

Each community must have temporary lock-up facilities. However, these holding facilities should be used only for pre-trial detention and not be considered a part of the correctional environment.

> WORKLOADS: Parole officer workloads must be reduced. Prison personnel must be reassigned and workloads increased. Community auxiliary assistance should be increased to reduce workloads of professional staff.

Workload has a direct relation to manpower. As the manpower is increased in field services, the individual workload will decrease. In the ideal system, community or field service personnel in each region should not handle individual caseloads of over 35 units.

Through use of more modern techniques of detention security, the size of the prison staff may be reduced by attrition to a 1:4 ratio of guards to inmates without any noticable effects on custody or security.

Utilization of citizen resources in the community will greatly reduce the workload of those currently employed by the system. Volunteer and related service efforts should be expanded to provide maximum service at least possible workload.

> OPERATING STANDARDS: Establishment of the Department of Corrections.

There must be established, before 1983, either a Department of Corrections or a division of corrections within the Department of Institutions. The department or division will establish and implement the policy for the administration and operation of the correctional system and its employees throughout the state.

Correctional standards and goals will be the responsibility of the corrections division and its administrator.

> SERVICES OFFERED: The ideal system will provide protection for society, reintegration for the rehabilitated offender and a total reduction in recidivism.

A service necessary for the protection of society in a small percentage of cases is detention, or removal of the offender from the public.

By far the major service to be provided is the habilitation, rehabilitation, and reintegration of the offender into society. Specific and broad-spectrum treatment should be offered the offender and ex-offender to accomplish this goal, as well as the ultimate goal of reducing or eliminating recidivism.

Existing services available from federal, state and private agencies should be augmented by citizen and volunteer effort.

The public has shown an interest in helping find more effective programs of rehabilitation. Civic clubs such as the Chamber of Commerce have established rehabilitation programs within the community and many individuals have volunteered to work with court and parole authorities.

The ideal corrections system can gain two benefits by promoting citizen involvement in corrections: (1) additional manpower to provide auxiliary rehabilitative services within the community, and, (2) acceptance of the rehabilitated offender back into the community. Both benefits should result in decreased recidivism.

The community service officer or a member of his staff should accept a leadership role in promoting public involvement in corrections.

However the authority is delegated it should be a policy of the state corrections system to foster and give direction to citizens interested in working with community corrections.

The staff of the ideal corrections system should include personnel trained in public relations work who incorporate liaison work into their regular duties.

INFORMATION SYSTEMS: Establish correctional records information system.

A correctional records information systems must be established by 1983. The system must have storage and retrieval capabilities for past and current criminal histories.

Auxiliary rehabilitative services which may be offered include:

(1) Alcohol and drug counseling.
(2) Tutoring and educational assistance - including both vocational training and personal growth skills (such as budgeting, leadership training, etc.)
(3) Employment programs including special public and private work programs.
(4) Crisis intervention assistance.

These programs should, as an off-shoot of involvement, promote acceptance of the offender by the community.

Additionally, broad based public education programs should be undertaken to break down prejudice in employing, housing and acceptance of rehabilitated offenders into the community. Religious and business groups should be encouraged to undertake such programs and to seek employment or provide counseling for ex-offenders whenever possible.

It should be realized that religious and business groups may be more successful in helping offenders to find housing and break down social barriers than correctional system personnel. Auxiliary services provided by volunteers will play a large part in reducing workloads of overburdened field service personnel. Information would also be used by personnel at the testing and evaluation center in diagnosis. The information system would include data to locate persons within the system at any given time.

Finally, the correctional records information system will be used extensively for evaluation of previous, ongoing and future programs.

The proposed system would support the proposed division of corrections. It would contain custody status of both juveniles and adults, a case history file of persons currently in the system (including official information, personal, and historical) and data to support administrative and management needs. An evaluation component would also be available.

A dedicated computer complex located at Deer Lodge would serve the needs of the division of corrections. Assuming that such a division had jurisdiction and responsibility for the control and rehabilitation of all persons convicted and sentenced, it should have several systems to support its activities.

A custodial status file should be established and maintained which would indicate the status and movement of all individuals being handled by the system. There should be a file that would permit development of individual case histories. This would be a four-part file containing official information, personal data, historical data and experience data. In addition, the division should have data available to assist administration and management in operations.

Because of the complexity of the rehabilitation process, the division should be provided with a program to evaluate the performance of the system. Evaluation capacity should include review of the system as measured by recidivism and other performance measures, and program reviews which emphasize more immediate program goal achievement.

COMPLIANCE WITH STANDARDS AND GOALS

The following standards identified by the National Advisory Council on Standards and Goals in the report, "Corrections" are being at least partially satisfied in the current correctional system.

MANPOWER:	14.1	Recruitment of Correctional Staff
	14.2	Recruitment from Minority Groups
	14.4	Employment of Ex-Offenders
	14.5	Employment of Volunteers
	14.10	Intern and Work-Study Programs
	14.11	Staff Development
TRAINING:	9.6	Staffing Patterns
	13.1	Professional Correctional Management
	14.7	Participatory Management
	11.4	Education & Vocational Training
	11.10	Prison Labor & Industries
EDUCATION:	9.6	Staffing Patterns
	14.9	Coordinated State Plan for Criminal Justice Education
	14.10	Intern and Work-Study Programs
	16.5	Recruiting & Retaining Professional Personnel
	11.4	Education & Vocational Training
EQUIPMENT:	11.2	Modification of Existing Institutions
FACILITIES:	4.2	Construction Policy for Pre-trial Detention Facilities
	9.3	State Inspection of Local Facilities
	9.10	Local Facility Evaluation & Planning
	11.1	Planning New Correctional Institutions
	11.2	Modification of Existing Institutions
	16.14	Community-Based Programs
WORKLOADS:	13.1	Professional Correctional Management
	13.4	Work Stoppages & Job Actions
	14.1	Recruitment of Correctional Staff
	14.6	Personnel Practices for Retaining Staff

OPERATING STANDARDS:	9.1	Total System Planning
	11.1	Planning New Correctional Institutions
	12.1	Organization of Paroling Authorities
	16.1	Comprehensive Correctional Legislation
SERVICES:	3.1	Use of Diversion
	7.1	Development Plan for Community-Based Alternatives to Confinement
	10.2	Services to Probationers
	12.6	Community Services for Parolees
	16.14	Community-Based Programs
INFORMATION SYSTEMS:	6.3	Expansion of Corrections Data Base
	6.4	Offender Statistical Data
	6.6	Corrections Experience Data
	6.1	Comprehensive Classificiation Systems
	15.1	State Correctional Information Systems
	15.3	Design Characteristics of a Correctional Information System
	15.4	Development of a Correctional Data Base

Although the juvenile offender is largely handled by the same system that processes the adult offender, by law and general practice that system makes special provision for youth.

The ideal criminal justice system would also make special provisions for the handling and rehabilitation of delinquent youth.

The following sections identify these provisions.

The Police

> MANPOWER: Each law enforcement agency should have a juvenile division or a minimum of one juvenile officer. As part of his regular duties he should coordinate the juvenile service activities of the department and serve as liaison to related juvenile programs operating in the community.

To insure a consistent method of handling juveniles by law enforcement agencies; each law enforcement agency should support a division for processing juveniles.

In departments with more than 10 men, the division would have at least one full-time juvenile employee.

In law enforcement agencies with less that 10 persons, the division could be supported by an officer assigned on a part-time basis. In either instance, all handling of juveniles would be channeled through the juvenile division.

> TRAINING: Juvenile law enforcement should receive a minimum of 20 hours specialized training annually.

Because of the rapidly changing nature of the field of juvenile justice, training is vital. Most needed training could be provided at the Montana Law Enforcement Academy. Monetary rewards for the completion of training should be offered.

EDUCATION: Juvenile officers would require P.O.S.T. certification.

Full-time officers would be required to have graduated from the Delinquency Control Institute of the University of Southern California. Officers in support positions would need a minimum of 40 hours in basic juvenile delinquency school from MLEA.

FACILITIES: Alternatives to jailing juveniles must be developed. Responsibility for the development and maintenance of such facilities should be transferred to a Division of Corrections. Youth in need of supervision should not be held in county jails.

The major emphasis in the development of facilities for juveniles should be toward the creation of alternatives to local detention. The large number of juveniles that are detained each year (15 percent - 20 percent of court referrals) and the poor physical condition of local facilities makes this a primary concern.

Foster care programs must be developed, but the emphasis in this area should be on quality rather than quantity. Careful screening procedures must be developed prior to placing a child in a group or individual foster home.

Youth in need of supervision, as defined by the Montana Youth Act, are those youth charged with offenses which would not be considered criminal if committed by an adult. These children are generally not a danger to the community, and should be held in jail only if other alternatives fail.

OPERATING STANDARDS: Procedures defined in the Montana Youth Act would serve as the basis for development of operating standards.

The police agency ought to have an established policy for handling complaints about juveniles and resulting apprehensions. This policy should be public and publicized.

> SERVICES OFFERED: Programs should be developed in each law enforcement agency to increase positive contact between youth and officers.

Each law enforcement agency should encourage officers to become actively involved in religious, educational, recreational and employment programs related to youth-services offered by law enforcement agencies.

Each law enforcement agency should take an aggressive role in establishing and maintaining education programs for juveniles and adults to reduce juvenile delinquency. Programs aimed at children should seek the cooperation of schools, religious groups and civic organizations. Programs aimed at adults should coordinate services with resources of existing community organizations.

Whenever possible, law enforcement agencies or individual officers should participate in programs which bring them into contact with the community's youth. Such programs may include sports, recreation, counseling or personal development activities. Special emphasis must be placed on the need to increase positive contacts between law enforcement and youth.

The Courts

> MANPOWER: Each judicial district should have a juvenile probation staff. However, the title of the probation officers should be changed to Juvenile Service Coordinator to remove the corrective implication and reflect the diverse services provided by this officer and staff.

As a regular part of his duties the officer should encourage development of, and community support for, auxiliary juvenile rehabilitative services, education and employment programs and delinquency prevention programs.

A state court administrator should be employed to assist juvenile courts and provide liaison to the state correction system.

The position of juvenile probation in government structure varies considerably from state to state. The controversy centers on two main issues: Whether probation should be part of the judicial or executive branch of government, and whether it should be administered by state or local units.

The following reasons are given for placing juvenile probation under the jurisdiction of the local courts within our ideal system.

1. Probation would be more responsive to the courts;
2. The proximity of the probation staff and the courts allows easy evaluation of the effectiveness of dispositions;
3. Juvenile courts rely on local funding to support the bulk of their treatment programs;
4. The court has more prestige and political power in the community than does a similar state agency. This stimulates the development of community-based programs;
5. A system based on local control allows more flexibility within the system.

To tie the juvenile courts to the state correctional system, a state juvenile court administrator should be employed. This will permit total system planning. The state court administrator also would be responsible for developing education and training programs for juvenile courts and for administering state assistance to juvenile courts. The administrator would be responsible for development and collection of data regarding the performance of probation departments and would be called on to evaluate the performance of probation officers. He also would be responsible for developing legislation regarding juvenile courts.

The most critical part of any correction system is the availability of supportive services (mental health, schools, unemployment programs). These services must be available and adequate to provide services to corrections. Supportive services may include having a corrections oriented worker within each mental health clinic, alternative school programs and special employment programs for youth.

TRAINING: The state court administrator should provide minimum annual training of 40 hours for juvenile service officers and 16 hours annually for juvenile judges.

EDUCATION: A baccalaureate degree in human or social sciences should be a minimum standard for all personnel in juvenile work.

There is critical lack of relevant education among corrections personnel. The need for educated personnel has increased with the changes in corrections. Educational standards of the 60's will not suffice in the 70's.

EQUIPMENT: All district court and field personnel should have adequate office equipment and staff to handle routine office work. Videotape equipment should be accessible for training, counseling and public information work.

FACILITIES: The youth guidance home system, foster care and group home programs should be expanded to provide each officer with alternatives to committing a juvenile to institutional care.

OPERATING STANDARDS: The Montana Youth Act will establish operating standards for the entire juvenile justice system.

SERVICES OFFERED: The Juvenile Service Officer should take an aggressive role in promoting awareness of juvenile delinquency problems and involving the community in finding preventive and curative techniques.

Regular duties should include:

1. Liaison with schools, other service agencies, religious, business and civic groups interested in reducing or preventing juvenile delinquency;

2. An aggressive role in establishing and maintaining emergency and foster care, public and private employment, auxiliary education and counseling programs for juveniles;

3. Coordination with local law enforcement agencies in juvenile-related, public-education programs;

4. Development of a volunteer program providing one-to-one relationships and other services to the court; and,

5. Special counseling programs providing intensive supervision for seriously troubled youth.

INFORMATION SYSTEMS: Those working with juveniles (judges, juvenile probation officers, aftercare personnel and others) should have access to a case monitoring capability that would provide for accumulating background information as well as recording contacts and case programs. This system would provide the necessary information for an evaluation program.

As with other parts of the criminal justice system, the juvenile justice system would benefit from expanded information systems, such as a case monitoring system that would permit recording basic data on each juvenile handled by a probation officer as well as contact, programatic and progress data.

A second basic need is to provide an evaluation capability to effectively use the statistical information currently collected and the information that would be collected as part of the case monitoring system. Programs used to assist juveniles in the system should be constantly evaluated to insure their effectiveness.

The juvenile systems would be contained in separate files in the central Helena complex (see page 11) and except for research purposes accessable only to a limited number of personnel in the criminal justice system.

Corrections

The Juvenile Service Officer (mentioned in the previous section) will work within the community to develop and sustain juvenile programs and community resources to avoid the need for institutionalization of juveniles. The Service Officer will be the key man in the community to coordinate available services and to work with the Division of Corrections in rehabilitiation. Juveniles judged not rehabilitatible within the community will be turned over to a state Division of Corrections for treatment.

> MANPOWER: Each of the juvenile institutions should have staff adequate to provide counseling, psychological, educational, and vocational services to the juveniles.

The Division of Corrections should have manpower to provide education and training programs for its employees.

The Division also should have additional manpower to supervise community-based treatment projects such as the District Youth Guidance Home program.

> TRAINING: The Division of Corrections should provide a minimum of 40 hours annually to each of its employees in handling juvenile cases.

> EDUCATION: As with juvenile courts, a baccalaureate degree in the human or social sciences should be required of all personnel working with juveniles in a counseling capacity.

> EQUIPMENT: Juvenile institutions will need equipment to insure that mental, physical and emotional growth needs of juveniles are met.

FACILITIES: A diagnostic and testing center for disturbed youth and a short-term intensive counseling facility should be a part of the ideal juvenile corrections system. The state should maintain one treatment facility for youths who cannot be treated within the home community. The Division of Corrections should develop a realistic plan for reducing the number of residential institutions for troubled youth.

SERVICES OFFERED: The Community Service Officer and the Division of Corrections should work with civic, religious, school and business organizations to promote acceptance of the juvenile returning to the community from the institution.

Supporting Systems and Community Programs

Education: Programs must be developed in our education system to serve problem children. These should include: attendance officers available to each school district; alternative education programs for youth who cannot function in the normal school setting; lowered age requirements for taking the GED; and, expanded availability of vocational-technical training.

Employment: Older youths and drop-outs would benefit from: union cooperative employment programs and job banks.

Medical: The role medical problems play in deviant behavior must be considered. Each community should offer: eye care and dental care to all youth; tatoo removal and cosmetic surgery through corrections agencies; medical assistance for drug and sex-related problems.

Mental Health: Each mental health region should develop a forensics division.

Public Awareness: Community programs must be developed to inform the communities about its youth problems. Youth advocacy programs should be developed to give youth a voice in government and volunteer programs should be developed in all areas of youth services.

PART ONE:

SECTION B:

THE MULTI-YEAR PLAN

Police

GENERAL STATEMENT AND FORECAST:

In most Montana towns, the only social services agency accessible 24 hours each day is the municipal police or the sheriff's office. Consequently, the public relies on the police for assistance in all emergencies. The amount and variety of services requested often means overwork to police officers. Sworn officers are diverted from criminal investigation to perform civil or routine duties.

The duplication of services, facilities and support systems among sheriff and police agencies also contributes to ineffective use of manpower.

Law enforcement undoubtedly needs additional manpower. Of Montana's 56 counties, 29 do not have 10 or more sworn officers to provide 24 hour service.

Within individual agencies, fragmented and unequal employment practices, coupled with inadequate salaries, cause major problems in attracting and keeping qualified officers.

The solution to law enforcement's manpower problem is two-fold. Available manpower must be effectively utilized and additional manpower recruited.

Consolidation of support systems and facilities will allow more effective use of support personnel and efficient deployment of sworn officers to criminal cases. Manpower utilization studies will point to areas of non-police duties which should be assumed by other agencies or by non-sworn personnel. (Program F-2)

Standardized personnel procedures, including adequate basic pay and incentives for education must be adopted by state and local government to attract and hold qualified officers. Recruiting programs such as cadet training may be needed to attract youth to work in law enforcement.

PROBLEMS AND NEEDS:

PROBLEM: Many agencies are unable to meet increasing demands for service in criminal and civil matters.

NEED: Proper police duties must be determined and sworn officers assigned to handle only those matters. The myriad of other services provided by the law enforcement agency must be channeled to other service agencies or, at least assigned to non-sworn personnel. Manpower utilization studies are a necessary first step in determining how manpower is being used and what separation of functions is feasible.

PROBLEM: Services, support systems and facilities are duplicated by police and sheriff agencies while available skilled, sworn manpower is inadequate to meet the demands for service within the community.

NEED: Shared use of facilities, support systems and equipment would allow a larger portion of the agencies' operating budgets to be used for sworn personnel and needed equipment. Through consolidation, support personnel would be more efficiently used and, hopefully, some support staff would be freed to handle routine agency duties. Consolidation-at least of support systems-is necessary to efficiently use available manpower.

PROBLEM: More than half of Montana's 56 counties do not receive 24 hour police service.

NEED: The 29 counties not having round-the-clock police protection include 20 counties of over 2,500 population. These counties should consolidate smaller departments to implement 24 hour service through a central agency having a minimum of 10 sworn officers. The Montana Board of Crime Control will provide funding incentives and technical assistance for such consolidation. In the nine counties with less than 2,500 population, contractual arrangements should be made to enlarge the enforcement jurisdictions. The primary advantage of such arrangement would be that increased municipal revenues would provide for more adequate law enforcement services.

PROBLEM: Nearly one-half of the individuals arrested for major felony crimes are juveniles.

NEED: Each agency should have at least one sworn officer who is trained to handle juveniles and assigned to such cases.

Courts

GENERAL STATEMENT AND FORECAST:

Population redistribution in the past decade has resulted in inequities in the caseloads of the various district courts. Legislative action will be necessary to shift or change court jurisdictions to produce a more equitable distribution of cases.

Under Montana's constitution, the legislature is required to divide the state into judicial districts and to set the number of judges in each district. Montana presently has 18 judicial districts and 28 district court judges.

The last new judicial district in Montana was created in 1947. A new judge was added in 1963. Legislation which would have created a 19th judicial district and added one more judge was submitted and defeated in 1974.

The legislature also is responsible for setting the number of justices of the peace for each county. Legislation passed in 1974 will allow up to two justices of the peace per county.

The majority of Montana courts at any and every level are handicapped by the lack of adequate secretarial help. Judges too often must spend valuable time in routine administrative tasks. This, however, is a problem which must be dealt with through state and local government appropriations for adequate staffing.

PROBLEMS AND NEEDS:

PROBLEM: Although the population of Montana has not changed greatly in recent years, it has changed dramatically in certain areas, particularly in western Montana and in the area around Billings, Montana. This has resulted in some disparity in the caseloads judges are handling. Generally, case filings have increased in recent years. This is noticeable in the number of criminal cases which have been filed. Although deferred prosecution (Program A-10) will decrease this caseload somewhat, redistricting eventually will be necessary.

NEED: The composition of Montana's judicial districts needs to be studied. In some areas, district court judges should be added to help handle increased caseloads. Changes in this area will require legislation.

PROBLEM: A problem which some judges are facing is the lack of secretarial help. Because they do not have adequate staff available, many spend valuable time in administrative or clerical work.

NEED: All judges should have adequate secretarial help available to them so that they can direct their efforts to their judicial duties.

Prosecution

GENERAL STATEMENT AND FORECAST:

In addition to his prosecution responsibilities, the county attorney in Montana must also perform numerous civil duties. These civil duties are taking an increasingly greater proportion of the county attorney's time. At the same time, however, the number of criminal cases also is increasing. This and the fact that county attorneys are not full-time government employees creates special manpower shortages.

A local government study commission will be established during 1974. The study commission is to complete its work and make a final report in 1976.

This commission must look closely at the office of the county attorney and determine how the office should be structured to function at maximum efficiency.

PROBLEMS AND NEEDS:

PROBLEM: Criminal caseloads in Montana's large counties, those with population over 30,000, have increased greatly in the past 10 years. It is becoming more difficult for county attorneys with only part-time deputies and increasing civil duties to effectively handle rising criminal caseloads.

NEED: Serious consideration must be given to changing the present county attorney system in Montana's larger counties. Steps must be taken to make the office a full-time position with full-time deputies. Consideration must also be given to separating the civil and criminal functions so that there would be a prosecuting attorney's office to handle only criminal matters.

PROBLEM: In Montana's less populated counties, criminal caseloads are relatively small but increasing. Most of the rural county attorneys do not try many criminal cases. Generally, they have no deputies. These conditions leave the county attorney ill-prepared for major case preparation or prosecution.

NEED: Trial assistance must be made available to rural county attorneys. This could be done by adding deputies to the county attorney's staff or by establishing a district attorney system in which several counties would combine to establish a full-time prosecutor's office. As a third alternative, prosecution assistance could be made available at the state level. Qualified prosecutors would be available to assist county attorneys in major criminal cases.

Defense

GENERAL STATEMENT AND FORECAST:

Defense counsel available to indigent offenders varies greatly from county to county. In some counties, a public defender or public defenders are employed. In other counties, counsel is assigned on a rotating basis or on the basis of whom is available. Regardless of what system is used, public defenders are also engaged in the private practice of law. The amount paid to defense counsel also varies from county to county and, sometimes, from case to case.

Because court decisions and legislation require defense counsel be assigned to indigent defendants, manpower is not a critical problem. However, the basic premise underlying the court decisions and legislation-that the indigent defendant is entitled to competent representation-is of concern. The goal, then, is to see that available manpower is effectively utilized to provide competent representation.

PROBLEM: Little is known about public defense in the state or what type of system is needed in any specific area.

NEED: A comprehensive study of the defense system in Montana is needed. It should show the caseloads and needs for each area and make recommendations about providing adequate defense services for indigent offenders in each area of the state. Such a study could and should be tied to the local government study commission mentioned previously.

Corrections

GENERAL STATEMENT AND FORECAST:

Although it is generally held that an increase in manpower will solve many correctional problems, this is not necessarily true in Montana. More effective utilization of manpower-available and additional-is a more realistic approach to the state's manpower problem.

As effective manpower is the single most important factor in any endeavor, the multi-year program emphasizes continually improving quality of personnel.

PROBLEMS AND NEEDS:

PROBLEM: The Montana State Prison has an employee to inmate ratio of almost one to one. Because of the deteriorated condition of the physical plant, this ratio is necessary to do an effective job. The prison also has an excessively high rate of employee turnover.

NEED: A reduction in manpower at the prison may be achieved through attrition with no loss in effectiveness if personnel are shifted to different facilities and provided with more than custodial duties. The improvement in working conditions will be an incentive which should reduce the turnover rate. A new prison facility will be constructed during the multi-year period.

PROBLEM: The probation and parole field services division of the Board of Pardons is greatly understaffed and handles excessive caseloads. Parole officers are required to perform pre-sentence investigations as well as to supervise offenders.

NEED: An immediate increase in field service personnel is required to reduce the individual caseload to a level of no more than fifty units of work. Additional personnel should be added to perform pre-sentence investigations.

PROBLEM: The offender in the community lacks needed guidance, supervision and physical facilities for re-integration into society. Local jails cannot provide the needed services in their present condition and with existing manpower.

NEED: Community facilities are needed to provide for housing and programs aimed at rehabilitation. Although some social services are currently provided, additional manpower is required to coordinate these services for the offender. A community service officer and staff responsible to a state division of corrections could serve this role.

Juvenile Justice

GENERAL STATEMENT AND FORECAST:

Most individuals employed in juvenile justice are currently overworked. Juvenile probation officers are expected to perform diverse duties including law enforcement, prosecution, adjudication and counseling. Caseloads and jurisdictional areas are exceedingly large.

Clarification of the juvenile probation officers duties and an increase in manpower are needed. Auxiliary support from volunteers also will reduce the caseload of juvenile justice personnel.

The recently adopted Montana Youth Act will provide some clarification of the proper duties of juvenile probation officers. By 1979, the statewide total of juvenile probation officers should be increased from 39 to 45. A state-supported office responsible for the recruitment and supervision of volunteers also is anticipated.

NEEDS AND PROBLEMS:

PROBLEM: Juvenile probation officers are expected to handle too many diverse duties. Counseling and prosecution duties result in the officer being requested to assume adversary roles.

NEED: Legislation clarifying the duties of the juvenile probation officer and eliminating law enforcement and prosecutorial duties is needed.

PROBLEM: Individual officers are assigned too large a geographical area and too many cases for effective prevention of juvenile recidivism.

NEED: Additional manpower is needed to reduce the jurisdiction and caseload of individual officers. The Board of Crime Control is assisting local government in initial employment of deputy probation officers (Program A-3). By 1979, a total of 45 officers should be available to the juvenile courts.

PROBLEM: A broad range of supplementary services are not available for the treatment of juveniles.

NEED: Volunteers could supply the needed auxiliary services. The Board of Crime Control has assisted in inaugurating a volunteer recruitment program (Program A-4). This agency should be state-funded and maintained by 1976.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

Program	Budget 1974	1975	1976
Replacement Manpower(A-1)	$ 5,000	$ 10,000	$ 10,000
Post-Graduate Employment(A-2)	60,000	60,000	60,000
Juvenile Probation(A-3)	70,000	52,500	35,000
Livestock Theft(A-4)	30,000	100	100
County Attorney Coordinator(A-5)	40,000	20,000	100
Clinical Services(A-6)	40,000	20,000	100
Indian Pre-Parole Officer(A-7)	10,000	100	100
Community Resource Developer (Juvenile) (A-8)	15,000	10,000	5,000
Jail Inmate Treatment Program(A-9)	13,000	6,500	3,250
Deferred Prosecution(A-10)	20,000	14,000	10,000
Total	$303,000	$193,200	$123,650

Police

GENERAL STATEMENT AND FORECAST:

Few law enforcement agencies use an entrance examination to determine the psychological suitability of recruits, nor do many offer promotions, raises or other incentives to advanced training and higher education. Yet, it is generally recognized that advanced training is necessary to the development of law enforcement professionalism.

The recently authorized Peace Officers Standards and Training Council has established a minimum 200 hour training curriculum for recruits and is establishing standards for advanced training. The Council is working closely with Montana Law Enforcement Academy to develop needed training programs including a field, in-service training capacity. Through the multi-year period, P.O.S.T., M.L.E.A. and the state Board of Crime Control will work together in setting obtainable minimum training standards for lawmen and assisting agencies in reaching these minimum standards.

PROBLEMS AND NEEDS:

PROBLEM: Personnel policies of law enforcement agencies generally do not provide adequate standards for recruitment, training and career advancement of officers.

NEED: Recruitment practices must be standardized and refined to attract and select suitable officers. This task can be established by P.O.S.T. which also will be active in developing standards for training and career advancement.

PROBLEM: Many law enforcement administrators have risen through the ranks without benefit of training in administrative skills.

NEED: To assist in the development of modern police administration, specialized training should be made available to these administrators.

The P.O.S.T. Council and the M.L.E.A. staff are working together to develop such a program. (Program B-12)

Courts

GENERAL STATEMENT AND FORECAST:

The judiciary branch of government needs continuing training to keep judges at all levels abreast of changing concepts of law. Currently, however, no continuing systematic education is available to court personnel. In 1974, Montana district judges are being required to render fair and impartial decisions based on newly revised criminal codes. Justices of the peace are elected officials of which little legal education is demanded. Yet, when elected, justices must decide substantial points of law. For these reasons, development of a continuing training program for court personnel is essential.

In 1974, the legislature provided for the University of Montana School of Law to establish a training program for justices of the peace. The Board of Crime Control is assisting the district judges in developing an annual seminar program which will serve as the basis for judicial training. (Program B-14)

PROBLEMS AND NEEDS:

PROBLEM: No formal training in the rudimentary functions of the judiciary is available to the attorney who ascends to the bench.

NEED: Seminars or schools on the judiciary should be available to all newly appointed or elected judges so that they can assume their duties with a basic understanding of the function of the judge. In addition, seminars should periodically be held so that judges can come together to discuss and solve mutual problems and develop new judicial programs.

PROBLEM: The only training required of justices of the peace is that the justice of the peace must either be an attorney or complete an orientation course immediately following the general election. As few attorneys are justices of the peace and general elections are held at four year intervals, most justices have little training in required legal practices.

NEED: A continuing, comprehensive training program for justices is necessary to assist them in proper performance of functions. Such training should emphasize the new criminal code, rules of evidence, court procedure and the clerical responsibilities of the justice of the peace.

Prosecution

GENERAL STATEMENT AND FORECAST:

On January 1, 1974, a new criminal code went into effect in Montana. As a result of this new code, Montana's county attorneys will be faced with new and different legal issues, many of which will be taken to the Montana Supreme Court. In addition to these changes, the county attorney must be current in the great volume of criminal caselaw handed down at the federal level. The prosecutor also must be aware of advancements in the area of crime investigation which influences case preparation and trial presentation.

Through comprehensive training, the county attorney can learn of changes in the law and/or refine prosecution skills. Such a program is essential to the effective prosecution of criminal cases and must be emphasized in the multi-year forecast. The county attorney coordinator (program A-5) is responsible for developing such training.

NEEDS AND PROBLEMS:

PROBLEM: County attorney offices in Montana are small and do not have the capacity to develop in-service training programs.

NEED: A statewide, comprehensive, training program is needed for Montana's county attorneys. Such a program must emphasize, trial tactics, legislation, caselaw and prosecution programs. Such a program would also enable county attorneys to come together to discuss mutual needs.

PROBLEM: The majority of Montana's county attorney offices have had increased caseloads in the last decade. In larger offices, such caseloads are nearly unmanageable. In the smaller offices which do not employ deputies, an increased caseload of any magnitude is a considerable burden.

NEED: All county attorneys need training in office management to derive maximum efficiency from available staff.

Defense

GENERAL STATEMENT AND FORECAST:

Proper representation by assigned defense counsel requires that assigned counsel have a good working knowledge of the criminal law. As Montana is now operating under a new criminal code and courts at the federal and the state levels are handing down decisions daily which affect the criminal law and criminal procedure, assigned counsel must be familiar with changing legal concepts. He also must be familiar with modern investigative techniquest and scientific tests.

Montana is a rural state which cannot support a statewide public defender system. Such a system is feasible only in the more populated areas of the state.

To assist part-time public defenders, a training program emphasizing changing legal concepts and procedures must be available.

PROBLEMS AND NEEDS:

PROBLEM: Little training in the area of criminal defense work is available to attorneys who are assigned to defend indigents.

NEED: A comprehensive, training program for public defenders and assigned counsel is needed. As there is no established public defender system in Montana and no state organization to sponsor in-state seminars, the program must initially involve out-of-state seminars and schools.

Corrections

GENERAL STATEMENT AND FORECAST:

Basic and continuing training are vital to the success of the correctional effort. Personnel must be trained to do a specific job to reach a specific goal. Continued training is essential to an understanding of the constantly changing philosophies in the field of corrections.

Correctional training properly includes the establishment of a correctional officer standards training committee (C.O.S.T.) to establish minimum entry levels and prescribe type and amounts of training for each person in each phase of the correctional profession. (Program B-9)

PROBLEMS AND NEEDS:

PROBLEM: Although Montana State Prison has established an excellent pre-service and in-service training program, problems have arisen because of lack of personnel incentive.

NEED: Additional incentives must be offered to the correctional staff to make participation in the training programs more desirable. Such incentives should include salary increases and promotion.

A minimum of 80 hours basic and 40 hours annual in-service training should be required as a condition of employment in the prison system by 1975.

PROBLEM: The probation and parole authority lacks sufficient manpower to release officers from duty for extensive training. Therefore, no formal training program exists.

NEED: A formal training program should be established by 1975 to meet training requirements established by C.O.S.T. Replacement personnel should be available for attending officers.

PROBLEM: Persons responsible for community correctional effort receive no more formal training than occasional seminars. Those involved with local detention, probation, and coordination of services are without a training resource. Although the local jailer may receive detention-oriented training, little emphasis is placed on rehabilitative techniques.

NEED: A continuing correctional training program must be established for community-corrections personnel. Staff of auxiliary services such as half-way houses, jails, probation services, and volunteer programs should receive such training.

Juvenile Justice

GENERAL STATEMENT AND FORECAST:

Although legal procedures for the handling of juveniles are substantially different from those governing adults, no specialized training in these procedures is available to law enforcement, court or correctional personnel.

A three point program for providing such education is included in the multi-year plan. The Montana Law Enforcement Academy will establish a week training course for lawmen involved in juvenile handling. A state office will be established to coordinate the activities of the juvenile courts and the Department of Institutions will establish a training division to instruct the staff of correctional institutions (Program B-5 and B-10).

PROBLEMS AND NEEDS:

PROBLEM: While juveniles comprise nearly one-quarter of the total offenders processed by the criminal justice system, system personnel receive no training in the special handling legally required for juveniles.

NEED: Each component of the criminal justice system must develop a program to train its personnel in the special techniques of juvenile justice.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

Program	Budget 1974	1975	1976
MLEA(B-1)	$250,000	$175,000	$ 80,000
Prison In-Service Training(B-2)	50,000	25,000	100
P.O.S.T.(B-3)	50,000	25,000	100
Out-of-State Training(B-4)	28,000	20,000	20,000
Juvenile Corrections Training(B-5)	27,000	100	100
Police/Press Seminars(B-6)	20,000	100	100
Police/Prosecutor Training(B-7)	10,000	100	100
Probation/Parole Training(B-8)	4,500	50,000	50,000
Correctional Officers(B-9) Standards and Training	100	25,000	25,000
Juvenile Probation Officers(B-10) In-Service Training (MLEA)	4,000	4,000	4,000
Forensic Training for Mental Health Centers(B-11)	5,000	5,000	5,000
C.J.S. Management Training(B-12)	20,000	20,000	20,000
Defense Training(B-13)	12,000	12,000	12,000
Judicial Conference(B-14)	11,000	100	100
In-State Training Co. Atty.(B-15)	12,000	12,000	12,000
Clerk of Court Training(B-16)	5,000	1,000	1,000
Total	$508,600	$374,400	$229,600

Police

GENERAL STATEMENT AND FORECAST:

The average education attainment level of Montana lawmen is currently 13.3 years. Approximately 96 per cent of the state's sworn officers have completed high school or the equivalent. The state offers many opportunities for formal law enforcement education. Seven colleges and/or universities offer criminal science courses. Four schools offer two-year associate degrees which are transferable to four-year institutions. All credits earned can be transferred among the participating community colleges and universities.

Yet, in the local law enforcement departments, no incentive is offered for further formal education. Law enforcement often loses professional lawmen to other professions which offer more career advantages.

PROBLEMS AND NEEDS:

PROBLEM: Currently, no screening is used to determine the psychological and mental suitability of law enforcement recruits.

NEED: A reliable method of testing recruits to identify personalities suitable to law enforcement work should be implemented as a part of the personnel practice of each law enforcement agency. Similar screening should be available to college students considering a career in police science.

PROBLEM: Salaries and career advancement opportunities in law enforcement are not competitive with those offered by other industries and professions. Many skilled, educated officers leave law enforcement because of the limited opportunities for advancement.

NEED: County, local and state government must reassess the pay scale of law enforcement officers and attempt to make it competitive with other career opportunities. Through legislative action, a more realistic retirement benefit plan should be established.

Within local agencies a definite policy of career advancement should be adopted which encourages further education and offers incentive to career and education oriented officers.

Courts

As the educational requirements for attorneys and other members of the judiciary are well established, no discussion is needed here.

Corrections

GENERAL STATEMENT AND FORECAST:

Various types and degrees of education are necessary within the field of corrections because there are many stages in the development of an offender. While some offenders require custody, all require classification and treatment.

In some areas, a sincere interest in the work is more important than formal education. In other areas, a high degree of education and professional development is mandatory to success.

Obviously a lesser degree of education is needed to provide custody than is needed for medical and psychological diagnosis and treatment.

All areas of correctional treatment require a certain knowledge of the behavioral sciences.

PROBLEMS AND NEEDS:

PROBLEM: Montana State Prison currently does not have a professional staff capable of instituting a proper classification system to prescribe the most beneficial rehabilitation treatment.

NEED: Selected persons must be educated or employed at the prison to establish a comprehensive diagnostic and evaluation center for the purposes of classifying inmates for referral to the proper treatment program.

PROBLEM: Since field service personnel attached to the Board of Pardons are working daily on a one to one basis with clients, a high degree of knowledge of human behavior must be obtained through continuing education.

NEED: Each person with responsibility for supervision should have a minimum of a baccalaureate degree in one of the behavioral sciences. Post-graduate work is desirable.

PROBLEM: At the community level, staff with varying degrees of education is necessary as each phase of corrections requires different disciplines and levels of expertise.

NEED: The custody officer should receive training but does not need a prescribed educational background.

Supervisory personnel, such as probation officers, should have formal education in the behavioral science. Treatment personnel must have a professional degree and be licensed.

Juvenile Justice

GENERAL STATEMENT AND FORECAST:

Twenty-five of the state's 39 juvenile probation officers have earned bachelor's degrees. However, there is still a need for qualified personnel to ensure that professional service is offered to those juveniles requiring supervision.

PROBLEMS AND NEEDS:

PROBLEM: In an attempt to raise the educational standards of juvenile corrections personnel, steps must be taken to implement Sec. 10-1234 of the new Montana Youth Act. This Act states that a chief probation officer must have a masters degree in the behavioral sciences,or a bachelors degree and one year experience in a related field. The Act also removes the arrest power from probation officers.

NEED: To reach these standards adequate salaries must be offered to attract qualified people. There should also be stipend programs available to assist and encourage current employees to return to college for further education.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

Program	Budget 1974	1975	1976
Law School Interns(C-1)	$ 50,000	$ 50,000	$ 50,000
Public Education(C-2)	5,000	20,000	20,000
C.J.S. Interns(C-3)	30,000	30,000	30,000
K-12 Legal Education Development(C-4)	15,000	100	100
Post-Secondary Education-Inmate(C-5)	25,000	25,000	25,000
Total	$125,000	$125,100	$125,000

EQUIPMENT

Police

GENERAL STATEMENT AND FORECAST:

Adequate equipment for the protection of both lawmen and the general public is extremely important in rural communities where back up support is not available and expansive distances must be covered.

Each agency should provide the necessary equipment for safety and specialized equipment for training and criminal investigations. Each agency also should adopt standard uniforms which are easily identifiable by the public.

The Board of Crime Control assists agencies in the purchase of extraordinary equipment which is not available through the agency's normal operating budget (program D-1). The state planning agency staff has assembled a list of minimum equipment which is used as a guideline in reviewing applications for equipment.

By 1976, each agency should have adequate basic equipment.

PROBLEMS AND NEEDS:

PROBLEM: Many small agencies do not have adequate equipment, either basic or specialized. All agencies need specialized equipment for training, community awareness programs and similar projects.

NEED: County and local government should be made aware of the equipment needs of local agencies and urged to provide an appropriate budget for such items. Federal assistance will be made available for extraordinary equipment needs.

PROBLEM: In small departments, officers perform a multitude of varied duties. Officers also patrol large jurisdictions. Lawmen should be identifiable in all circumstances.

NEED: Standard uniforms, easily identifiable to citizens and tourists should be adopted by each law enforcement agency.

Courts

Equipment for courts is included in the facilities section.

Prosecution

GENERAL STATEMENT AND FORECAST:

The equipment needs of most county attorneys are minimal. Consideration, however, must be given to equipment where its use would speed handling of criminal cases.

PROBLEMS AND NEEDS:

PROBLEM: County attorneys should be available to assist law enforcement in criminal investigations and preparing criminal cases for trial. Because Montana is a large but sparsely populated state, good communications are essential to such cooperative efforts.

NEED: County attorneys should have access to mobile radio units to maintain constant communication with law enforcement officers during important investigations. County attorneys also should have portable dictating equipment for use in criminal investigations. Dictating equipment also is used to record the statements of witnesses and observations about the crime scene.

PROBLEM: As caseloads increase, efficient use of clerical time becomes critical to smooth and effective office operations.

NEED: To efficiently utilize clerical manpower, offices with large caseloads will need modern equipment, including mag card typewriters.

Defense

GENERAL STATEMENT AND FORECAST:

The equipment needs of public defenders and assigned counsel are minimal. Depending on recommendations for establishment of a defense system, equipment needs should be considered.

Corrections

GENERAL STATEMENT AND FORECAST:

Modern equipment is essential to the changing field of corrections. As new techniques of rehabilitation are identified, new equipment is necessary to utilize these techniques.

Through the multi-year period, emphasis will be on equipping the new facility at Montana State Prison and coordinating the use of equipment available in Montana communities for correctional treatment (Part E Programs).

PROBLEMS AND NEEDS:

PROBLEMS: Montana State Prison requires equipment for academic as well as vocational education. Diagnostic equipment for proper classification and evaluation of those convicted is also needed.

NEED: As training facilities and programs at the prison site have increased, additional equipment must be furnished.

Highly specialized equipment for medical and psychological diagnosis and subsequent placement of all felony offenders must be purchased and operational by 1976.

PROBLEM: The Board of Pardons does not possess adequate equipment for training and continuing education of the field service personnel.

NEED: The Board's training officer must be provided with equipment such as a closed circuit television camera and receiver for instruction in counseling techniques.

PROBLEM: Although most communities have at one agency or another (public and private) various types of equipment that could be used for offender rehabilitation, most of this equipment is not used for this purpose.

NEED: A person is needed at the community level to identify and coordinate the use of all available equipment for rehabilitation.

Juvenile Justice

GENERAL STATEMENT AND FORECAST:

The juvenile custodial institutions of Montana require equipment for academic as well as vocational education. There is also a need for recreational equipment, especially at Swan River Youth Forest Camp.

In-service training equipment is needed for the use of institution staff and field personnel working in juvenile parole and probation.

The multi-year program will provide adequate equipment for a varied educational curriculum for institutionalized youth (Program D-2). The program will also provide necessary audio-visual equipment to conduct training for all corrections personnel.

Over the multi-year period, the corrections agencies of Montana should obtain adequate equipment for communications purposes.

PROBLEMS AND NEEDS:

PROBLEM: Communications is a problem to both institution and field personnel. Adequate communications can save valuable time and will increase the effectiveness of manpower.

NEED: Each institution should be equipped with a base station and mobile units. Each field officer covering a multi-county area should be equipped with a mobile radio. Field personnel for juvenile probation and parole should also have access to the state Watts telephone line.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

Program	Budget 1974	1975	1976
Equipment(D-1)	$ 1,000	$ 60,000	$ 60,000
Juvenile Institutional Vocational & Rehabilitation Equipment(D-2)	10,000	100	100
Total	$11,000	$ 60,100	$ 60,100

FACILITIES

Police

GENERAL STATEMENT AND FORECAST:

Most law enforcement facilities in the state are inadequate. Many are old, poorly lighted and ill-arranged to house police activites. The lack of adequate facilities, in many instances, is a very real handicap to efficient police operations.

Modern facilities are needed in all areas of the state. New facilities should include protected areas for communication, dispatch, record-keeping and adequate isolated areas for interrogation, evidence, photographic processing and administrative offices.

Facilities for the temporary incarceration of pre-trial offenders should provide for segregation by age and sex.

PROBLEMS AND NEEDS:

PROBLEM: While construction of modern law enforcement facilities is too costly for most individual communities, such facilities are essential to improved law enforcement.

NEED: Consolidation of facilities and jurisdictions in rural areas will eliminate duplication of inadequate services and provide funding needed for construction or renovation of facilities. The Board of Crime Control also will provide technical assistance and funding incentives for such consolidation (program G-1).

Courts

GENERAL STATEMENT AND FORECAST:

Courtroom and courthouse renovation is a major concern to many district judges. Each county in the state has a courthouse and many of these are quite old. However, some counties do not have caseloads which would warrant extensive renovation of court facilities.

Minor renovation in worthwhile facilities will begin in 1974 (Program E-3) and continue through the multi-year period.

PROBLEMS AND NEEDS:

PROBLEM: Most courthouses in Montana do not have separate facilities for jurors and defendants. Consequently, jurors, witnesses, spectators and the defendant are allowed to mingle during recesses. In some facilities, space may not be available for defense counsel to confer with the defendant.

NEED: In those counties in which there are a large number of criminal trials, plans should be developed to provide separate facilities for defendants, jurors and witnesses.

PROBLEM: Some courthouses have poor acoustics or are located near busy streets. Often it is difficult to hear what is being said from the witness stand.

NEED: Some courtrooms need amplified sound systems so that proceedings can be clearly heard.

PROBLEM: Most courtrooms in Montana are not air-conditioned. In those courthouses which are old and poorly ventilated, it is impossible to hold trials during the hot summer months.

NEED: Courtrooms, particularly in those counties with heavy criminal caseloads, should be air-conditioned so that, if necessary, jury trials can be held during the summer months.

Prosecution

GENERAL STATEMENT AND FORECAST:

Facilities do not present a major area of concern to county attorneys. However, research facilities and equipment are discussed below.

PROBLEMS AND NEEDS:

PROBLEM: Some counties do not have comprehensive law libraries. Consequently, the county attorney may be handicapped in researching a question of law.

NEED: The law libraries of some counties should be expanded. Research assistance should be available through the University of Montana law library to county attorneys who do not have an adequate library locally available or time to travel to the state law library or to the law school.

Defense

PROBLEMS AND NEEDS:

PROBLEM: Law libraries in some counties of the state are not adequate to enable assigned counsel to properly research a question of law.

NEED: Law libraries in some counties should be upgraded. In addition, research assistance through the University of Montana School of Law should be available to public defenders and assigned counsel.

Corrections

GENERAL STATEMENT AND FORECAST:

Nationwide, there is a movement to de-emphasize public facilities particularly new prison facilities and juvenile institutions. However noble the thought, the reality remains that certain custodial institutions are necessary. A need exists for long-term incarceration as well as temporary lock-up facilities. Montana's facilities are in deplorable condition. There is an immediate need for some new construction, some renovation and in some cases, total abandonment.

More facilities are needed in the community for housing and readjustment programs for offenders.

The multi-year improvement plan includes construction of some new buildings at the state prison; identifying suitable alternatives to county jails as centers for pre-release, work release, and post release programs; and improvement of local holding facilities to meet minimum standards for the health and welfare of those detained.

PROBLEMS AND NEEDS:

PROBLEM: Sections of Montana State Prison are in such a state of disrepair that it is not economically feasible to renovate or continue use of these facilities.

NEED: New construction of a central facility at the prison ranch (Rothe Hall) should be started in 1974 and upon its completion the old main prison (downtown Deer Lodge) abandoned.

A small unit will be built at the ranch housing up to 300 people with support facilities for all correctional related programs. (Classification, detention, food service, treatment and education.)

PROBLEM: The Board of Pardons does not have adequate central administrative office space. The present space occupied could serve better as a county detention and treatment center.

NEED: Facilities for the offices of administration should be constructed in conjunction with the new prison facility and the present space turned over to Powell County authorities.

PROBLEM: Most of Montana's jails are unfit for human occupancy. Because of their condition, it is almost impossible to establish any meaningful correctional programs.

NEED: Since funds are limited,it is unrealistic to attempt to renovate local detention facilities to handle rehabilitation. Facilities must,however, be brought up to minimum standards for the health and welfare of the inmate and used only for temporary incarceration.

Juvenile Justice

GENERAL STATEMENT AND FORECAST:

A series of facilities ranging from receiving centers to secure facilities for disturbed or dangerous juveniles is needed. Some of these facilities are being provided; others are planned.

Group or individual foster care facilities should be made available to all judicial districts by 1978. The group home program will be completed in 1975 with the establishment of the 10th group home (Program E-1). Individual foster homes should be developed to compliment the group care program.

Alternative facilities for the detention of youth will also be developed in the more populated judical districts by 1978 (Program E-4).

By 1980, the larger communities of the state will support facilities other than jail for the temporary custody of juveniles (Program E-4).

PROBLEMS AND NEEDS:

PROBLEM: Approximately 20 percent of the juveniles referred to juvenile court spend time in jail or detention. Many of these youth have committed no criminal offense and do not need secure detention.

NEED: Alternative facilities should be made available for the temporary custody of youth who do not require secure detention.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

Program	Budget 1974	1975	1976
Group Homes (E-1)	$ 50,000	$ 100	$ 100
Correctional Diagnostic Center (E-2)	100	150,000	150,000
Court Facility Improvement (E-3)	25,000	25,000	50,000
Juvenile Receiving Center (E-4)	100	100	100
Total	$ 75,200	$175,200	$200,200

WORKLOADS

Police

GENERAL STATEMENT AND FORECAST:

A reduction in the amount of non-police service rendered by sworn officers coupled with increased use of supplementary personnel for routine duties will result in reduced individual workloads and improved crime-oriented police service.

In the multi-year period, manpower studies and improved deployment of manpower (program F-2) should equalize workloads. Community awareness of the proper police function as distinct from the functions of other social service agencies, will do much to cut the amount of service demanded of law enforcement.

PROBLEMS AND NEEDS:

PROBLEM: Ineffective deployment of manpower to non-police duties reduces the capability of most agencies to handle criminal complaints and investigations.

NEED: In all possible cases, non-sworn supplementary staff should be assigned to administrative and non-police duties. Other social service agencies should assume responsibility for those services requested of the police but more properly addressed to another agency.

Law enforcement agencies should conduct community awareness campaigns to distinguish police service from those duties belonging to other agencies (Program H-1).

PROBLEM: Many law enforcement agencies do not collect necessary data to identify high crime problems and areas.

NEED: Each law enforcement agency should have an information system capacity to identify high crime areas and specific crime problems. Agencies should deploy available manpower to these areas and launch campaigns to enlist the public in crime prevention.

Courts

GENERAL STATEMENT AND FORECAST:

Population shifts and increased case filings have resulted in some judges having heavier caseloads than others. However, this inequity should be dealt with by the legislature which must determine whether new judicial districts or judges are needed. The chief justice of the Supreme Court may, upon request of the district judges, transfer a judge from one district to another for temporary service.

Prosecution

GENERAL STATEMENT AND FORECAST:

Workloads of county attorneys should be considered by the local government study commission discussed under MANPOWER page 54.

Defense

GENERAL STATEMENT AND FORECAST:

As public defense caseloads will vary greatly throughout the state, any study of a public defender system should include consideration of workloads.

Corrections

GENERAL STATEMENT AND FORECAST:

Budget limitations have forced many corrections workers to assume excessive workloads. Administrators realize the ineffectiveness of this situation and are making every effort to alleviate the problem. Additional manpower and effective deployment are possible solutions. Use of qualified volunteers is a third. Although many individuals are willing to share their talents by working as a volunteer in corrections, as yet, volunteerism is an untapped resource.

PROBLEMS AND NEEDS:

PROBLEM: The distance between facilities and general disrepair of the state prison reduce efficiency and require additional manpower. Even with an inmate to officer ratio of almost one to one each officer has a heavy workload.

NEED: Construction of a modern prison facility near the prison ranch will improve the physical work environment. This, coupled with the use of modern detention techniques will allow a reduction in staff and, simultaneously, decrease the individual workload. The overall improvement in efficiency will provide a considerable saving on personnel costs.

PROBLEM: Probation and parole officers are severely hampered by excessive caseloads. Some officers are responsible for more than 100 persons. It is unrealistic to assume the probationer or parolee can receive much benefit from counseling by an officer with this size of workload.

NEED: Additional officers must be employed to reduce caseloads. The increased use of volunteers should be encouraged and can be begun immediately without a departmental budget increase.

PROBLEM: The people working in corrections in the community are burdened by heavy workloads. Over the next three years, workloads will increase proportionately to the emphasis on community corrections.

NEED: Additional salaried people must be employed. Utilization of interns and volunteers in each step of the community correctional process should be encouraged.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

Program	Budget		
	1974	1975	1976
Prison Workload Analysis(F-1)	$ 2,000	$ 100	$ 100
Police Workload & Manpower & Distribution Study(F-2)	20,000	100	100
Total	$22,000	$ 200	$ 200

OPERATING STANDARDS

Police

GENERAL STATEMENT AND FORECAST:

Clearly-defined operating procedures are necessary to effective administration, planning and liaison with the public and other agencies.

Each law enforcement agency should post written standards defining duties, responsibilities and activities of the agency and its personnel and present these standards to the public.

To promote public understanding of the police function, the agency should establish and publish policy concerning release of information to the press, handling of citizen greivances and participation in civic projects. The Board of Crime Control will provide funding and technical assistance for such projects through 1976 (Program B-6 and H-1).

PROBLEMS AND NEEDS:

PROBLEM: Many police agencies are misunderstood by the media and the public. Law enforcement without citizen cooperation often works in a vacuum of apathy.

NEED: Law enforcement must take an aggressive role in improving communication with the media and the public. Operating standards should be set and enforced to insure communication with the press, response to citizen greivances and participation in community affairs. The agency must insure that the community distinguishes proper police functions from the responsibilities of other agencies.

PROBLEM: Law enforcement agencies often cannot identify problem crimes and high crime areas and, consequently, cannot effectively combat crime or deploy patrol personnel.

NEED: The agency must identify problem crimes and high crime areas and enlist the media and the public in prevention and/or patrol activities.

Courts

GENERAL STATEMENT AND FORECAST:

Under the Montana Constitution the Supreme Court has general supervisory control over all other courts. Operating standards must be left to the discretion of the Supreme Court.

Prosecution

GENERAL STATEMENT AND FORECAST:

All Montana county attorney offices are small. Operational standards and procedures should be left to each office to determine on the basis of caseload and geographical area. Each office, however, should be involved with the local government study commission.

Defense

GENERAL STATEMENT AND FORECAST:

Operational standards and procedures should be left to each area and each court to determine on the basis of its individual caseload and geographical area. The courts, however, should be involved with the local government study commission in outlining the problems and needs of the specific areas.

Corrections

GENERAL STATEMENT AND FORECAST:

Corrections in Montana has been called a non-system. It is at best a fragmented system with different disciplines taking different directions. The ultimate goal of each discipline is the same, but a coordinated effort to reach the goal is lacking.

Operations at this time are not standardized as well as they might be.

The multi-year improvement plan involves establishment of a Division of Corrections within the Department of Institutions. The Division head will have the responsibility to set policy for administration and operation of the correctional system.

Perhaps the single most important aspect of a Division of Corrections is the ability it will have to unify the correctional system in the state.

PROBLEMS AND NEEDS:

PROBLEM: The prison currently does not have a close working relationship with other segments of corrections directly affected by philosophies and programs of the prison administration.

NEED: The Division of Corrections should establish standard operating procedures for close cooperation between the state prison, the Board of Pardons and corrections in the community.

PROBLEM: The Board of Pardons and the Board's field services section are autonomous and are within the Department of Institutions for administrative purposes only.

NEED: The three-member decision making board should remain autonomous while the field service section should be within the Division of Corrections and responsible to carry out policy established by the administrator.

The Division administrator should sit ex-officio on the Board of Pardons.

PROBLEM: Services available to the offender in the community are not coordinated by any one agency. Several volunteer programs are operating in a single locality in some instances and pre and post release centers (halfway houses) are operating independently.

NEED: Operating procedures and coordination of community resources should become a responsibility of the administrator of the Division of Corrections and his staff by 1976.

Juvenile Justice

PROBLEMS AND NEEDS:

PROBLEM: The 18 separate judicial districts of the state each have different operating procedures, hiring practices, budgetary problems and available treatment modes resulting in an inconsistent administration of juvenile justice.

NEED: The laws relating to juveniles should be refined to create a more consistent method of juvenile court processing.

A position should be established within state government to develop training programs for juvenile justice personnel, initiate legislative proposals, establish hiring standards and provides liaison between the juvenile courts and other correctional programs.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

Program	Budget 1974	1975	1976
Consolidation (S.I.P.)(G-1)	$130,000	$200,000	$200,000
Master Correctional Planning Committee (G-2)	25,000	100	100
Supreme Court Commission-Study On Evidence(G-3)	30,000	100	100
Total	$185,000	$200,200	$200,200

SERVICES

Police

GENERAL STATEMENT AND FORECAST:

Service to the public and cooperation with related agencies should be of primary importance to local law enforcement. Agencies should provide requested assistance to the governing bodies of county and city government, to the public, to detainees and their visitors, as well as to prosecutors, defenders, judges, other enforcement personnel, correctional personnel and offenders returned to the community.

Law enforcement agencies should reduce non-police service but should actively encourage social agencies and volunteers to provide these services.

PROBLEMS AND NEEDS:

PROBLEM: The lack of capability to establish and maintain public information programs is acute. Such programs are needed to encourage crime prevention and reduction and active public participation in law enforcement service and responsibility.

Public assistance is needed to compel social agencies to provide services for which they are trained, funded and maintained.

NEED: Local law enforcement should take an aggressive role in establishing and maintaining public information programs addressed to all the varied audiences within the community. Agencies should provide training to officers in basic communication techniques and encourage contact with church, civic and school organizations (Program H-1).

PROBLEM: The relation of the lawman to the released offender is not properly defined. The officer should provide all possible assistance in readjustment.

NEED: Lawmen should take an aggressive role in assisting offenders to be released on their own recognizance, in establishing diversion programs, alcohol and drug treatment programs and aiding the readjustment of probationers and parolees returning to the community.

PROBLEM: In a rural state, inter-agency cooperation in investigations is extremely important. Mutual assistance arrangements are needed.

NEED: Plans for mutual assistance should be made between neighboring jurisdictions. Such plans might relate to investigations of specific crimes such as drug abuse, to the sharing of equipment, or, to providing back-up manpower.

Courts

GENERAL STATEMENT AND FORECAST:

As the duties of the court are firmly established, they need not be discussed.

Prosecution

GENERAL STATEMENT AND FORECAST:

The services offered by county attorney offices vary throughout the state with the population and size of the county. Each county must evaluate its own situation and provide services accordingly. There are, however, several problem areas which must be addressed by all offices.

PROBLEMS AND NEEDS:

PROBLEM: Consumer fraud cases are increasing. These cases include phony stock sales, failure to make proper repairs or failure to deliver goods. Public protection demands quick effective action as civil lawsuits are often costly and drawn out.

NEED: County attorney offices should investigate consumer complaints and take action, including court action, where necessary. They also should offer seminars for the public on fraudulent business practices and wise buying practices.

PROBLEM: Bad checks are a serious problem for businesses throughout the state. Forgeries also present a serious problem including forgeries of payroll checks and travelers checks.

NEED: County attorneys must be involved with the business community. Seminars on business precautions should be held.

Defense

GENERAL STATEMENT AND FORECAST:

As the manner in which indigent offenders are assigned counsel varies greatly throughout the state, there is little in the way of service public defenders can offer beyond representation of indigent offenders.

Corrections

GENERAL STATEMENT AND FORECAST:

The services the correctional system must provide include services to the offender during incarceration and continuing services after his release from custody.

The most important service, however, is that due society. Through rehabilitation and reduction in recidivism the citizen receives a certain degree of indirect protection. Considerable tax savings are realized through decreased incarceration costs. A reduction in crime in terms of lives and property also should be realized.

The multi-year program proposes that specific services be coordinated. Many existing services and some new services must be brought to use by those working in rehabilitation.

PROBLEMS AND NEEDS:

PROBLEM: It is difficult to provide Montana State Prison inmates with necessary services other than food and shelter because few facilities and resources are available locally. Consequently, the service provided to the public is only temporary protection.

NEED: With the construction of a new facility, greater service area will be provided. Rehabilitation programs may be begun at the prison and continued following the prisoners release. With the beginning of an adequate rehabilitation process at the prison and its continuance on the street, the citizen will be provided long-term relief.

PROBLEM: Many services that should be provided by the probation and parole authority are impossible because of current workloads.

NEED: Probation and parole officers must see the rehabilitative process begun at the prison is continued in the community. By 1975, the field officers should have a reduced caseload. Each officer should provide each client enough time to insure access to every available service and understanding of his rehabilitation need.

PROBLEM: Some services that could be offered to those incarcerated in the local jail and others residing in halfway houses are not being used. (E.G. health, mental health, counseling, welfare, employment etc.)

NEED: A community services officer (existing probation and parole officer) under the directorship of the administrator of the Division of Corrections must,by 1975, identify every available service and insure each person in the system receives full benefits of existing services.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

Program	Budget 1974	1975	1976
Criminal Justice Agency Community Awareness Program(H-1)	$ 50,000	$ 75,000	$100,000
Juvenile Intensive Counseling Services(H-2)	10,000	10,000	10,000
Waylet(H-3)	100	100	100
MOVE(H-4)	100	100	100
Total	$ 60,200	$ 85,200	$110,200

INFORMATION SYSTEM

All Components

GENERAL STATEMENT AND FORECAST:

All criminal justice agencies will require substantially more information in the next ten years. This information must be timely and in proper format to aid in decision making. It will be required for both operational and mangement purposes.

The information will assist local and state criminal justice agencies in the apprehension of criminals; the reduction of personal risk to arresting officers; the expeditious handling of court cases; and, the effective treatment of offenders. It will aid in planning, organizing, directing and evaluating activities for which statistical data is important.

PROBLEMS AND NEEDS:

PROBLEM: An integrated network of criminal justice information systems must be developed for collecting, processing and disseminating data. Considerable use of the latest information system technology involving computers, telecommunications and terminals will be required to operate a single, complete information network linking all criminal justice agencies. The network must be operational on a 24 hour, seven day a week basis (Program I-1).

The criminal justice system network must correspond to four levels of governmental jurisdiction. The first level of jurisdiction consists of information and statistical data gathered by the federal government. The second level includes the activities conducted by the state. The third level will be criminal justice information and statistical systems maintained by local jurisdictions, these should be a joint city and county endeavor The fourth level is the information needs of individual criminal justice components: police, courts and corrections.

Mandatory reporting law authorizing the state to collect criminal justice data on standard input forms must be enacted. Other legislation would be required to establish a security and privacy council with authority to adopt and administer security and privacy standards for criminal justice information systems. Such standards should consider purging, access and dissemination of criminal offender data.

NEED: Standards must be established for the design and operation of the systems to facilitate inter-system communication and to ensure the integrity and security of data. Standards also will be necessary for system interfaces, technical design-including data and programs and security and privacy procedures.

The State should provide the following services as part of the criminal justice information system:

Online data fulfilling common information needs for criminal justice agencies; a computer to computer interface or remote job entry interface with Montana State Prison for access to corrections data; access by computer interface to vehicle and driver files maintained by non-criminal justice agencies; maintenance of state computer dedicated solely to and controlled by criminal justice agencies; all necessary telecommunications and terminals for access to local users in all 56 counties, either by computer to computer interface, remote job entry interface, or direct terminal link; the computerized switching of agency to agency messages for all intrastate users and routine transmission of messages to and from qualified agencies in other states; a high speed interface to NCIC providing access, entry and update to all NCIC files and indexes; the reporting of offender-based transaction and uniform crime report statistics to the federal government; preparation of a yearly master plan for the development and maintenance of the integrated network of criminal justice information systems; arrange for the audit and inspection of state and local information systems; and, provide technical assistance and training to all criminal justice agencies in data collection methods, system development, statistical analysis, data processing, telecommunications, and planning and evaluation.

Local, automated information systems would be developed in more populated areas to satisfy joint city and county needs. These systems would be operated on local shared computers or by remote job entry from the state dedicated computer. The local criminal justice information systems would be located in Billings, Great Falls, Missoula, Butte, Helena, Bozeman and Kalispell.

These locations would develop a combination of manual and automated systems relative to police and court functions. All of the functions may not be required at every location.

Other local criminal justice agencies would develop manual systems to satisfy their information needs.

Corrections

GENERAL STATEMENT AND FORECAST:

In any system or endeavor people rely upon accurate information to discharge their duties. Information-like equipment-is a necessary tool to complete any assigned task. Corrections, requires vast amounts of background information.

Beginning in 1974, a correctional records information system will be established and continually updated. The information system will store and retrieve data pertaining to each phase of the system and about each individual in the system.

The information collected will be used in diagnosis, sentencing and evaluation.

PROBLEMS AND NEEDS:

PROBLEM: The records of the state prison are not easily retrievable for use elsewhere. Furthermore, the prison records are not standardized which makes comparison more difficult. The prison does not have easy access to records of those persons in other parts of the system.

NEED: There exists a need to standardize record-keeping and keep all records in a central location so that each correctional agency may easily retrieve information needed for its purposes.

PROBLEM: The members of the Board of Pardons and the field service personnel do not have easy access to needed information about the persons coming before the Board or those released from prison to their charge.

NEED: The parole and probation authority must have access to speedy reliable information about the individual that will appear at a parole hearing. The field officer must have background information concerning correctional processes afforded his client. Central records within the Division of Corrections should, by 1976, be able to disclose accurate information readily.

PROBLEM: We cannot at this time pinpoint easily where in the system an individual is at any given time. Once a person is discharged from the system into the community we must be able to evaluate the effectiveness of the correctional process through information. The district judges need information prior to sentencing.

NEED: A central correctional records information system housed within the Division of Corrections could easily provide the necessary records and information to determine where the person is in the system, or, if outside the system, provide necessary evaluative information. It also could provide the sentencing authority with information required.

The information system must be begun in 1974 and be at full capability by 1976.

Communication

GENERAL STATEMENT AND FORECAST:

The topography of mountainous Montana has made implementation of a statewide radio system costly and slow. However, with completion of the repeater system and equipment purchases anticipated in 1974 the state system will be essentially complete.

With the expansion of LETS, almost all localities have 24 hour access to NCIC, the state ID Bureau and state motor vehicle information.

PROBLEMS AND NEEDS:

PROBLEM: Some agencies in rural areas are too small to sustain 24 hour dispatch. There are still some localities without links to 24 hour stations having MLETS and NCIC service. The Electronic Research Laboratory of Montana State University is under contract to handle the many inherent radio licensing problems.

NEED: Completion of the repeater system will provide for rural dispatch. The MLETS must be updated and expanded to provide service to all localities. In rural agencies, appropriate terminals interfaced to the nearest 24-hour service agency are needed.

Improvements in the Great Falls Police communication system planned for 1974 will complete the overall state voice radio system.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

Program	Budget 1974	1975	1976
C.J.S. Information System(I-1)	$ 45,000	$ 65,000	$ 65,000
Communications(I-2)	245,000	100	100
LETS(I-3)	150,000	100,000	50,000
Police Operational Information System(I-4)	100,000	100,000	100,000
Total	$540,000	$265,100	$215,100

HIGH CRIME INCIDENCE/LAW ENFORCEMENT ACTIVITY AREAS

GENERAL STATEMENT AND FORECAST:

The major needs and problems in the areas classified as high crime incidence/law enforcement activity areas for purposes of this plan are similar to needs and problems throughout the state. Therefore, the following discussion of needs and problems of these areas should be read in conjunction with the preceeding general statement of needs and problems for the entire criminal justice system. Only the needs of law enforcement are considered as the courts, corrections and juvenile justice operations are a part of the total state system.

The following discussion is isolated to the city/county areas of Billings, Yellowstone County, Great Falls, Cascade County and Missoula, Missoula County.

MANPOWER

PROBLEMS AND NEEDS:

PROBLEM: Based on the national recommended average of 2 sworn officers per 1,000 population, the present ratio of 1.5 sworn officers shows a need for additional manpower.

NEED: The obvious need is for additional manpower. The alternative is to insure, through an appropriate research program, that present patrol procedures are operating at peak efficiency. At least one of the major county areas has limited financial capability, therefore, peak efficiency may be the only feasible solution. Sharing of resources may provide a third alternative, and is discussed below under Facilities and Services provided.

TRAINING

PROBLEMS AND NEEDS:

PROBLEM: The training program in the three areas is presently classified as adequate. All of the departments have extensive in-service training programs and all personnel are given the opportunity to attend specialized training throughout the nation. The only potential problem is coordinating the activities of local in-service training with the Montana Law Enforcement Academy Program and certification of local programs under POST. These larger communities could provide a valuable resource to surrounding counties by expanding their training capability to include multi-county training support.

NEED: The primary need is to coordinate and implement necessary procedures to insure compatibility with the Academy. A secondary need is expansion of local training programs to gain POST certification. Finally, the local agencies with the support of both the Academy and the POST Council should investigate the feasibility of establishing regional training centers.

A regional training center should not take the place of the Academy but should become a supporting arm, if the concept is found feasible.

EDUCATION

PROBLEMS AND NEEDS:

PROBLEM: Very few officers have a formal education beyond high school graduation. This fact appears to create some problems in the administrative positions. As a general rule, the basic patrolman can function professionally without advanced education but, as he advances in rank, additional education would be appropriate.

NEED: The first need is for each department to assess the educational level of their personnel and to establish levels for ranking officers. Upon completing the assessment, departments should implement procedures to insure compliance with established standards. LEEP and other advanced educational programs should be viewed as potential resources. Recruitment procedures should be reviewed to test the feasibility of selecting personnel with advanced degrees.

EQUIPMENT

PROBLEMS AND NEEDS:

PROBLEM: These areas are presently well equipped in basic and most specialized equipment. The only problem is that of continual maintenance required for all equipment.

NEED: The primary need in the equipment area is appropriate inventory control procedures to establish adequate maintenance and restocking levels. In two of the counties it might be feasible to include such controls in existing data-processing machinery.

FACILITIES

PROBLEMS AND NEEDS:

PROBLEM: Each of the counties classified as high-crime areas has an adequate law enforcement facility and all have plans for expanding the various facilities to accommodate city-county cooperative efforts in varying degrees.

NEED: The main need is to expand and accelerate the existing efforts to establish joint facilities. Considerable planning and some action is taking place in the three counties regarding the consolidation of record and communications systems.

Eradication of duplicative services should make any effort in this area worthwhile.

WORKLOADS

PROBLEMS AND NEEDS:

PROBLEM: Any problem connected to this category is related to Manpower page 103.

SERVICES PROVIDED

PROBLEMS AND NEEDS:

PROBLEM: All three of the communities involved are leaders in this category. All are providing multi-county assistance in combatting crime. Actually, the only problem the counties have is financing detection and deterence outside of the county borders.

NEED: The need is the basic one - money. Cities and counties are limited in the capability to expend funds in areas outside their own jurisdiction. Financial procedures, perhaps mutli-county agreements, should be developed to accommodate investigative teams crossing jurisdictional lines.

INFORMATION SYSTEMS

PROBLEMS AND NEEDS:

PROBLEM: Although all areas are moving toward a degree of sophistication in their records systems, it still constitutes a major problem and deep concern to law enforcement. The counties in this discussion are now at a point where manual record systems are extremely costly and inefficient. These communities, with their high rate of criminal activity, will provide the major foundation for input into any CCH system and operational systems including wants, warrants and stolen property.

NEED: Initially, the greatest need is to replace the manual record systems with an automated system. Such a system should encompass the total needs of the area, in other words, at least the combined needs of the cities and counties. The national standards portray the general needs of these communities quite adequately:

- Define the proper functions of a police information system.
- Utilize information to improve the departments crime analysis capability.
- Develop a police manpower resource allocation and control system.

- Expand collection of crime data.
- Insure quality control of crime data.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

Improvement programs for the major counties will be considered within the category budgets previously described.

PART TWO: THE ANNUAL ACTION PROGRAMS

TITLE: Replacement Manpower (A-1)

OBJECTIVE: This program is to provide small law enforcement agencies (less than 5 officers) with a replacement while a regular officer attends basic training at the Montana Law Enforcement Academy.

IMPLEMENTATION: The state planning agency will keep a current listing of retired and active officers willing to accept temporary employment. Small agencies demonstrating a need for financial assistance and employing an officer who must complete basic training for P.O.S.T. certification will be eligible to receive assistance in hiring a temporary replacement.

SUBGRANT DATA: Less than 10 subgrants to agencies meeting size, financial and need qualifications are anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$5,000	$560	$5,560	90-10

EVALUATION: Agencies requesting funding under this program should include a summary evaluation component similar to that described on pages 181-184.

TITLE: Post-Graduate Employment (A-2)

OBJECTIVE: This program will provide subsidized employment for 6 to 10 L.E.E.P. graduates in law enforcement agencies which demonstrate a willingness to hire a graduate and financial ability to assume a portion of the cost of the program.

The benefits to the criminal justice system will be an immediate increase in manpower and a long-range increase in the level of law enforcement professionalism.

IMPLEMENTATION: Funds will be made available to agencies requiring manpower and financial support which express interest in employing Law Enforcement Education Program graduates with either an Associate Degree or a Bachelor's Degree.

Funding for salaries will be on a three-year declining scale. The first year, federal funds will provide 75% of salaries to a 25% local fund match. The second year will be based upon an equal 50%-50% match and the third and final year on a 25% federal and 75% local match. Travel, per diem and operating expenses will be the responsibility of local government.

This program will be continued over the multi-year period (1974-1976) at approximately the same level of funding based upon the above matching formula. However, should federal funds be reduced or terminated, the local governments participating in this program will be required to assume financial responsibility for personnel or terminate their employment.

SUBGRANT DATA: Eight to twelve subgrants will be made available to units of local government in the monetary range of $4000 to $6000, not to exceed $60,000 totally.

Those local governments with a demonstrable manpower need and evidencing financial hardship in meeting those needs will be funded.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$60,000	$49,700	$119,700	75-25 & 50-50

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component in the application similar to that described on pages 181-184. The evaluation summary should stress the need for additional manpower and the time frame (implementation plan) for training and assignment of duties. Supporting data that would be pertinent might include caseloads of agency, crime offenses and daily activities.

TITLE: Juvenile Probation Manpower Assistance (A-3)

OBJECTIVE: This program is designed to subsidize the employment of 11 deputy juvenile probation officers to reduce the caseload of individual officers to a level not greater than 50 cases. Three of the officers will be employed in communities not previously having juvenile probation service.

IMPLEMENTATION: Eleven deputies having the minimum qualifications established by law will be hired. Each deputy will be under the direct supervision of a chief probation officer.

Funding will be limited to 75 percent of the actual salary. The remaining 25 percent of the salary and incidental expenses such as travel, per diem and operating expenses will be the responsibility of the county. Subgrants will be awarded with the understanding that the federal share of the subsidy will decrease over a three-year period. Continuation funds will be available to participating counties willing to increase their share of the subsidy by 25 percent each year.

SUBGRANT DATA: Eleven subgrants to county governments are anticipated. Counties in judicial districts 1,3,4,8,11,12, 13 and 16 will be eligible for funding.

A total of eleven (11) grants are anticipated under this program. All grants will be to county government.

Each subgrant is made with the understanding that the federal share of the project will decrease over a three (3) year period. The first year funding will consist of 75% federal and 25% local. Continuation funds will be available if the grantee increases his proportionate share of the total project cost by 25% over the previous year. Second and third year funding will be based on a percentage of the first year's budget, thus, raises and other salary increases are the responsibility of local government.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$70,000	$49,700	$119,700	75-25 & 50-50

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component in the application similar to that described on pages 181-184. The component should stress, first, the need for additional manpower, and, second, the time frame (implementation plan) for training and assignment of duties. Data that would be pertinent might include past, existing and anticipated caseloads, and information about duties.

TITLE: Livestock Theft (A-4)

OBJECTIVE: This program is designed to stop the increase of livestock theft through the employment of special investigators, the use of modern surveillance, detection and apprehension techniques and the promotion of public awareness and information about livestock theft.

IMPLEMENTATION: Manpower employed in the first year of this program will be continued. Interstate shipments of stolen animals and areas identified for high theft by district loss data will receive a concentration of the investigative effort.

The public information and awareness portion of the program will be increased in an attempt to prevent the opportunity for livestock theft.

Funding for only one year (1974) is anticipated. The Board of Livestock is expected to assume financial responsibility for the continuation of the program.

SUBGRANT DATA: One subgrant will be made available to the Department of Livestock in an amount not to exceed $30,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$30,000	$10,000	$40,000	75-25

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should include a detailed recap of activities which took place under the initial grant with as much quantification as possible. Since the program objective is to reduce the incidence of livestock theft, an appropriate data base should be maintained and described in the application.

TITLE: County Attorney Coordinator (A-5)

OBJECTIVE: A coordinator will be employed to develop appropriate training for prosecutors and to involve 75 percent of the state's county attorneys and their deputies in such training. The coordinator also will function as a legal resource person to prosecutors and will develop a clearinghouse for prosecutorial information exchange.

IMPLEMENTATION: Funding of this program will include the salary, travel, per diem and necessary administrative expenses of the county attorney coordinator.

In addition to his training duties, the coordinator will assist in legislative matters, develop procedural manuals for prosecutors, provide a brief bank for county attorneys and publish a newsletter regarding prosecutor's activities and legal matters of interest.

Although the coordinator is an employee of the Department of Justice, he also functions as the executive secretary for the Montana County Attorney's Association.

It is anticipated that a coordinated effort on the part of the county attorneys will result in a more consistent and effective prosecution effort in the 56 county attorney's offices.

Funding for this program will be on a declining basis over the multi-year period with the Department of Justice ultimately assuming financial responsibility for the program in the future.

SUBGRANT DATA: One subgrant will be made to the Department of Justice in an amount not to exceed $40,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$40,000	$4,500	$44,500	90-10

EVALUATION: The agency requesting continuation funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should provide a detailed narrative of activities and accomplishments that occurred during the initial funding period.

TITLE: Clinical Services (A-6)

OBJECTIVE: This program is designed to continue the clinical services program of Montana State Prison and to expand the psychological evaluation service offered by Mountain View and Pine Hills Schools to make pre-disposition evaluations available to each juvenile court.

IMPLEMENTATION: Activities planned for which funding may be requested include the continuation of a clinical services division at Montana State Prison. A full-time clinical psychologist is employed as project director. The University of Montana faculty and intern graduate students in psychology and sociology are also utilized in the overall program.

Funding also may be requested by Mountain View School for Girls and Pine Hills School for Boys to expand clinical services to adequately process those juveniles admitted for 45-day evaluation. The current evaluation service, which was authorized in 1972, allows the juvenile courts to send a youth to the institution for 45 days without formal adjudication.

Currently available services are not adequate to meet the needs of the courts.

SUBGRANT DATA: Three subgrants are anticipated under this program. All subgrants will be awarded to the Department of Institutions for the prison ($20,000), Pine Hills School ($12,000) and Mountain View School for Girls ($8,000).

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$40,000	$4,500	$44,500	90-10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Indian Pre-Parole Officer (A-7)

OBJECTIVE: This program is designed to provide the services of a special counselor to Indian inmates of Montana State Prison.

IMPLEMENTATION: The counselor currently employed by the prison to assist the 22 percent of the inmates who are Indian in handling racially related problems, will be continued through this year. The program is expected to be included in the prison budget in the next biennium.

SUBGRANT DATA: One subgrant to Montana State Prison in an amount not to exceed $10,000 is anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$10,000	$1,200	$11,200	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184.

Since this will constitute the third and final year of funding for this project, the component should include a detailed narrative of activities and accomplishments. Past reports on previous grants show extensive activities, but very little regarding results or accomplishments. Thus, the continuation application should contain sufficient narrative and data to present results and accomplishments and anticipated future direction.

TITLE: Community Resource Development (A-8)

OBJECTIVE: Through this program one juvenile institution will employ an additional staff person to develop education and work programs for juvenile offenders in communities near the institution. The staff member will encourage volunteer work at the institution and acceptance of the juvenile into community life following release.

IMPLEMENTATION: Funding will be provided to one juvenile institution for salary and operating expenses of a resource coordinator. Duties of this person will include identifying existing and developing new programs in which juveniles from the institution can participate.

The staff person will work to involve the juveniles in such programs as: part-time employment, public high school, college courses, vocation technical school, sheltered-workshop, day care training and other programs.

The staff person will increase community involvement in the institution by identifying volunteers willing to donate needed time and resources to the institution.

SUBGRANT DATA: One subgrant not to exceed $15,000 will be awarded to a state correctional institution for juveniles under this program. The funds will be used to cover salary, travel and operating expenses.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$15,000	$1,700	$16,700	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should stress the need for the staff person in terms of carefully addressing the existing problem, as well as the anticipated accomplishments, quantifying where possible.

TITLE: Jail Inmate Treatment Program (A-9)

OBJECTIVE: This is a pilot program to provide work and education treatment to inmates of the Missoula County jail and to other offenders under deferred imposition or suspended sentences.

IMPLEMENTATION: Funding would be provided to the Missoula County Sheriff's Department for personnel and operating expenses to implement a broad evaluation and treatment service program.

Any offender incarcerated in the county jail or receiving a suspended sentence or deferred imposition of sentence would be eligible for participation, with the consent of his attorney. Final determination of eligibility would be made by the sentencing judge, parole officer, sheriff and treatment personnel.

Personnel employed under this program would be responsible for developing and supervising resource personnel, coordinating services and supervising enrolled offenders.

Specific services to be offered to offenders include:

1. Individual evaluation and social history analysis in conjunction with field personnel of the Board of Pardons.

2. Psychological, academic and vocational testing. This phase of the program would involve community resources such as Mental Health and the State Employment Agency.

3. Adult Basic Education diagnostic examination through the Vocational-Technical school.

4. Administration of high school equivalency exams.

5. Individual and group counseling using community resources such as the University of Montana Faculty, Mental Health Clinic and Deputy Sheriff.

6. Necessary psychiatric consultation and evaluation through the University of Montana faculty and graduate students and the Mental Health Clinic.

7. Employment counseling by the Montana State Employment Service.

8. Vocational Rehabilitation Service coordination and assistance following release.

Federal assistance on a declining basis is anticipated through 1976 as outlined in the multi-year plan.

SUBGRANT DATA: It is expected that one subgrant in the amount of $13,000 will be made to the Missoula County Sheriff's Department for personnel and operating expenses.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$13,000	$1,500	$14,500	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184.

TITLE: Deferred Prosecution (A-10)

OBJECTIVE: Through this pilot program, consultants will be hired to develop methods of diverting 40 to 50 defendants into rehabilitative programs before trial. The pilot program will be implemented in an urban area with a prosecutorial caseload in the upper ten percent of the state ranking.

IMPLEMENTATION: Activities planned for which funding will be requested include personnel, consultants fees and operating expenses.

The cooperative efforts of the county attorney and professional consultants will be utilized to develop alternatives for pre-trial diversion of 40 to 50 defendants. Programs will be innovative, but an extensive data system will be set up to evaluate the individual and overall success of the program.

Future funding of similar projects will be based on an evaluation of the worth of this pilot program. The pilot program will be funded on a declining basis through 1976 if the target county demonstrates a willingness to assume a greater proportion of the cost in each succeeding year.

SUBGRANT DATA: One subgrant will be made available to a county attorney's office of a major urban area with a heavy prosecution caseload, in an amount not to exceed $20,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$20,000	$2,300	$22,300	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should include provisions for a detailed analysis of progress of those participating in the program utilizing control group evaluation methodology and a means of formulating a cost/benefit analysis of the overall program.

TITLE: Montana Law Enforcement Academy (B-1)

OBJECTIVE: This program is designed to expand the amount of training available at the Academy by 25 percent to reach an estimated 900 students during FY 1974.

Expansion will include broadening the curriculum of the Academy and developing a regional field training capability.

IMPLEMENTATION: Funding will be requested to provide additional administrative staff as well as operating expenses for the Academy and regional field training.

The advent of minimum training standards, imposed by the Peace Officers Standards and Training Council beginning in 1973, has meant a dramatic rise in the demand for training. Additional professional staff is needed at the Academy in Bozeman and will be needed to implement field training. Supportive and clerical manpower also will be necessary to regional training.

Historically, the Board of Crime Control has increased its financial support to the Academy each year. The time has come to reduce funding support through the next three years in anticipation of increased state support.

SUBGRANT DATA: One subgrant will be made available to the Law Enforcement Academy Bureau of the Department of Justice in an amount not to exceed $250,000.

Conception and inauguration of a viable regional (intra-state) training project for FY 75 shall be required for eligibility of future funding.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$250,000	$28,000	$278,000	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. In developing the component, particular attention should be directed to a historical sketch of law enforcement personnel trained over the past five years and expected accomplishments for the next three years.

TITLE: Prison In-Service Training (B-2)

OBJECTIVE: The principal objective of this program is to provide 56 Montana State Prison employees with 160 hours of professional development training designed to develop, broaden and improve basic professional skills.

IMPLEMENTATION: Funding will be requested for personnel and equipment to continue in-service training. The project will be implemented under a team concept basis. Each of eight teams will be composed of seven persons.

The training will cover advanced techniques in security, custody and control as well as the basics of treatment programs.

Staff instructors will conduct approximately 100 of the training hours for each class. University staff will conduct the remaining 60 hours of training.

The equipment necessary for this project is primarily audio and video training aids.

Montana State Prison is fortunate in having an adequate training facility available. The facility is jointly used by the prison and by the Montana National Guard.

This program may be expanded in future years to include other areas of the adult correctional system.

SUBGRANT DATA: It is anticipated that one subgrant in the amount of $50,000 will be awarded to Montana State Prison.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$50,000	$5,600	$55,600	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should include an analysis of results achieved during the past two years in terms of numbers of officers trained and the net effect of the training. Specific objectives shall be established and an adequate data base included to provide a basis for further evaluation by the SPA.

TITLE: Peace Officers Standards and Training Council (B-3)

OBJECTIVE: This program is designed to support the minimum law enforcement standards program by providing staff salaries and operating expenses for the Council. Major activities of the Council in 1974 will include developing a regional training program for law enforcement in cooperation with the Montana Law Enforcement Academy and developing an executive level training curriculum for police chiefs and sheriffs.

IMPLEMENTATION: Funding will be requested for the continuation of staff salary support and operating costs.

The P.O.S.T. staff will continue its efforts to establish regional training. Video-cassettes and necessary equipment have been strategically located throughout the state to provide pre-recruit school and refresher training where required at the regional level. In 1974, funds will be utilized to strengthen and expand this system.

In recognition of the urgent need for executive development, a special training program will be developed and provided to police administrators. Suitable locations and faculty will be determined by the Council and staff in cooperation with the staff of the Montana Law Enforcement Academy.

The Peace Officer's Standards and Training Council is basically a regulatory body to control selection and training of law enforcement personnel through certification requirements and regulation enforcement. However, in its initial years it must serve as a catalyst for the development of new and innovative projects for the professional development of law enforcement personnel.

Through cooperation with the Montana Law Enforcement Academy, such projects can be rapidly implemented. Ultimately, they will be incorporated into the academy's operations.

As the Peace Officer's Standards and Training Council is clearly the responsibility of state government, the multi-year section of this plan indicates a definite plan to reduce funding, gradually, over the next three years. This gradual transfer of financial burden will ease the impact of the state's assumption of funding and allow sufficient time for the necessary legislative appropriations.

Federal funding then can be channeled to areas of greatest need in the criminal justice system or utilized in crime-specific programs as they develop in the coming years.

SUBGRANT DATA: One subgrant will be made available to the Peace Officer's Standards and Training Council in an amount not to exceed $50,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$50,000	$5,600	$55,600	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. This component should stress quantified accomplishments (i.e., number of men certified under POST) during the past year and anticipated results and accomplishments for the next two years.

TITLE: Out-of-State Training (B-4)

OBJECTIVE: The objective of this program is to provide travel, per diem and tuition for 30 to 50 criminal justice personnel to receive specialized training not available, but needed, within the state system. A secondary objective of this program is to develop a capability for specialized instruction at MLEA.

IMPLEMENTATION: Activities planned for which funding will be requested include travel, per diem and tuition of personnel attending out-of-state schools.

Funds may be requested for attending such schools as the Federal Bureau of Investigation National Academy, Northwestern Traffic Institute, Delinquency Control Institute, National Training Institute, International Association of Chiefs of Police schools, National Sheriff's Association seminars and many other highly recognized training schools and academies.

Corrections personnel from both institutions and community-based operations also may apply for out-of-state schooling.

SUBGRANT DATA: Thirty to fifty subgrants ranging from $100 to $2500 will be made to criminal justice personnel in a total amount not to exceed $28,000.

Subgrantees will be encouraged to share their training experience with their colleagues in-state by offering to instruct in local agencies and at the Montana Law Enforcement Academy.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$28,000	$3,200	$31,200	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Juvenile Corrections Training (B-5)

OBJECTIVE: The objective of this program is the establishment of a training division within the Department of Institutions to coordinate and supervise staff training for each of the three juvenile corrections institutions and the Division of Aftercare.

IMPLEMENTATION: Funding will be requested to continue salary of a part-time director, to contract for instruction and to develop manuals and teaching aids.

The director will work with each of the four juvenile corrections units of the Department of Institutions to develop a staff training program specifically tailored to the unique needs of that particular unit. Whenever feasible, the director will identify common training needs that can be met through combined sessions. Training will provide general orientation, understanding of delinquent behavior, interviewing techniques, interpretation of psychological tests and needed skills appropriate to the individual institution.

Manuals and workbooks will be developed for Aftercare personnel who cannot take advantage of institutional training.

The training program should be included in the department's budget in the next biennium. However, funding of extraordinary personnel and equipment may be requested through the multi-year period.

SUBGRANT DATA: One subgrant to the Department of Institutions not to exceed $27,000 is anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$27,000	$3,000	$30,000	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component shall stress the past year results and accomplishments, and methodology for implementing the second years program.

TITLE: Police/Press Seminars (B-6)

OBJECTIVE: The objective of this program is to improve communication among law enforcement agencies and the press through production of a model press policy, a series of 5 police/press regional seminars and development of a police recruit/press relations curriculum.

IMPLEMENTATION: Production of a guideline manual on press relations for police agencies, a series of regional police/press seminars and development of a police recruit training curriculum will be funded through this program.

Through prior year funding a professional lawman, the SPA public information officer and a college journalism professor attended an IACP-sponsored police/press seminar. These three will assume responsibility for producing the guideline manual, arranging seminars and developing the recruit training curriculum.

The seminars will be conducted on a regional basis. The agenda will be designed for interaction between police and police reporters but will concentrate on assisting individual agencies in developing a workable press policy.

The recruit training curriculum will be coordinated with the basic course at the Montana Law Enforcement Academy.

Continuance of this program will be the responsibility of the individual agency.

SUBGRANT DATA: One subgrant to the SPA in the amount of $10,000 is anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$10,000	$1,200	$11,200	90-10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Police/Prosecutor Training (B-7)

OBJECTIVE: This program is designed to improve communication among police and prosecutors by involving representatives of 75 per cent of local agencies in three-day seminars concerning mutual problems of police and prosecutors. The long-range objective of this program is an increase of convictions.

IMPLEMENTATION: Funding may be requested for personnel, development of teaching aids and procedures manual and travel and per diem of participants in the police/prosecutors seminars.

A series of 3-day seminars, at the Montana Law Enforcement Academy in Bozeman will be coordinated through the newly established County Attorney Coordinator's office.

County attorneys, sheriffs, police chiefs and their staffs will attend classes instructed by experts from the National District Attorney's Association, the International Association of Chiefs of Police and other individuals of outstanding reputation and expertise.

SUBGRANT DATA: One subgrant will be made to the County Attorney's Association and/or the Montana Law Enforcement Academy in an amount not to exceed $10,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$10,000	$1,200	$11,200	90-10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Probation/Parole Staff Training (B-8)

OBJECTIVE: This program is designed to establish a continuing in-service training program of approximately 80 hours for all nineteen field officers of the Board of Pardons.

IMPLEMENTATION: Funding may be requested for personnel, development of teaching aids and travel and per diem of officers and instructors. A continuing in-service program will be developed to supplement basic orientation training.

The 80 hours training should increase the knowledge and effectiveness of the parole officer by providing direction and developing skills in field counseling, community involvement, legal knowledge, job placement, family relations and a better understanding of modern concepts of community corrections. The program is also designed to standardize the pre-sentence investigation procedure and improve the officers service to district courts in pre-sentence investigation, information gathering.

The training for this project will be provided by university professors and professionals in related areas such as district judges, county attorneys, sociologists, welfare agencies, employment agencies and other probation and parole systems.

SUBGRANT DATA: One subgrant to the Montana Board of Pardons in the amount of $10,000 may be awarded. The bulk of required funding is available from 1973 Part C funds.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$4,500	$500	$5000	90-10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component similar to that described on pages 181-184.

TITLE: Correctional Officers Standards and Training Council (B-9)

OBJECTIVE: The long range goal of this program is to establish a career development program for correctional personnel. Funding will be available for staff and operating costs of a council which will establish minimum standards for recruitment, training and procedures for correctional personnel.

IMPLEMENTATION: Legislation is necessary to authorize a C.O.S.T. Committee and provide salary and budget for a professional staff to carry out the policy and directives of the committee. Committee members should be compensated for actual and necessary expenses incurred in committee action.

The correctional officers standards and training committee should be approximately eight persons from various segments of the criminal justice system appointed by the Governor.

The committee should meet at least quarterly to set minimum standards of physical, educational and mental fitness to govern the recruitment, selection and appointment of correctional employees.

The committee also shall be responsible for certification of instructors and for training programs.

It is anticipated that the committee will be ongoing and require federal funding through 1976.

SUBGRANT DATA: The program will require one subgrant in the amount of $25,000 to establish the committee and employ staff.

As prior legislation is necessary, application for funds is not anticipated in 1974.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$100	$12	$112	90-10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Juvenile Probation Officers Training (B-10)

OBJECTIVE: The program will provide a minimum of 40 hours training in administration and treatment to at least 50 percent of the juvenile probation officers.

IMPLEMENTATION: Funding may be requested for personnel, teaching aids and travel and per diem to conduct the training.

Two training sessions are planned. A one-week training session will be held at Montana Law Enforcement Academy, focusing on administrative skills such as planning, budgeting, office management, community organization, public speaking, technical writing and interviewing. A session of the school will focus on identifying clinical problems.

The clinical problems and other treatment programs will be the topic of the second session to be held in conjunction with the annual Montana Corrections Association meeting.

SUBGRANT DATA: Two grants are anticipated. A grant totaling approximately $3,000 will be available to the Montana Law Enforcement Academy to provide a one-week training session. Another grant for approximately $1,000 will be available to a unit of local government to provide training at the annual meeting of the Montana Corrections Association.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$4,000	$450	$4,450	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Forensic Training for Mental Health Center Personnel (B-11)

OBJECTIVE: The purpose of this program is to make training in court preparation and testimony available to mental health service personnel. The long-range objective of the program is to make available mental health services more responsive to the needs of the criminal justice system.

IMPLEMENTATION: Funding may be requested for consultant's fees, personnel, travel and per diem to develop and present relevant training.

The Department of Institutions will make training accessible to all professional staff of mental health centers to improve their capabilities as court and correctional resources. Specific topics of instruction may include psychological evaluation for court purposes, giving expert witness testimony and a general discussion of problems of mental health and criminal justice system administration.

SUBGRANT DATA: One subgrant for approximately $5,000 is anticipated under this program. The money will be granted to the Department of Institutions.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$5,000	$560	$5,560	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Law Enforcement Management Training (B-12)

OBJECTIVE: This program is designed to provide management and administrative training to 25 to 30 law enforcement management executives.

IMPLEMENTATION: Funding will be requested for consultants fees, teaching and class aids, travel and per diem of participants in development and implementation of executive training.

The program, to be developed conjunctively by the Peace Officers Standards and Training Council and the Montana Law Enforcement Academy, will utilize the skills of national organizations with a reputation for excellence in the development of law enforcement management skills.

Training will be limited to chiefs and assistant chiefs of police, sheriffs and undersheriffs.

The program will be continued over a three year period to reach 75 percent of the state's top law enforcement executives.

SUBGRANT DATA: One subgrant not to exceed $20,000 will be made available to the Academy or to P.O.S.T.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$20,000	$2300	$22,300	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Defense Training (B-13)

OBJECTIVE: To provide out-of-state training to 15 to 25 attorneys who serve as public defenders to improve the quality of defense available to indigent defendants.

IMPLEMENTATION: Funding may be requested to provide transportation, per diem and tuition for attorneys to acquire out-of-state training in public defense. Subjects studied will include: search and seizure, trial tactics and rules of evidence.

This program should upgrade the quality of defense provided indigent defendants by the state's public defenders and, in the long run, improve the state's capabilities to investigate and prosecute.

SUBGRANT DATA: Fifteen to twenty-five subgrants ranging from $300 to $500 will be made to public defenders in a total amount not to exceed $12,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$12,000	$1.400	$13,400	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Judicial Conference (B-14)

OBJECTIVE: This program will provide for a multi-state meeting among judges of general trial jurisdiction. The conference will provide Montana judges an opportunity for training and discussion of court problems, solutions and plans for modernization.

IMPLEMENTATION: The activities planned for which funding will be requested include administrative costs, consultant lecture fees, travel and per diem for a regional conference to be held in Montana.

Five states will be involved in the training session. Judges from Wyoming, North and South Dakota and Idaho will also attend.

Travel and per diem for out-of-state participants will be provided by their respective states.

This type of multi-state training session should stimulate interest in improvement and modernization of Montana's court system.

SUBGRANT DATA: Two subgrants not to exceed $11,000 total shall be made available to the Montana judge who acts as host to the conference. One subgrant will handle conference administrative costs and a second grant, travel and per diem expenses for Montana judges.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$11,000	$1,250	$12,250	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: In-State Training For County Attorneys (B-15)

OBJECTIVE: This program will provide one statewide, and two or three local seminars concerning new legislation, criminal code changes and methods of improving prosecutorial skills for county and deputy county attorneys. Each seminar will be attended by 30 to 40 prosecutors.

IMPLEMENTATION: Consultant fees, teaching aids, transportation and per diem costs may be requested.

Under the direction of the County Attorney Coordinator, one statewide and two or three regional seminars will be arranged. The statewide seminar will be held at the Academy in Bozeman. Regional seminars will be sponsored by individual counties and open to prosecutors of surrounding counties.

The same training format will be followed each year through 1976, however, the subject content of training will change to fit the needs of county attorneys.

Effectiveness of criminal prosecution should show a marked improvement as a result of this training.

SUBGRANT DATA: One subgrant to the Montana Law Enforcement Academy and two or three subgrants to county government not to exceed $12,000 total, are anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$12,000	$1,400	$13,400	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Clerk of Court Training (B-16)

OBJECTIVE: This program is designed to provide all county clerks with necessary training to record and report data on criminal cases. The data, ultimately, will be included in the criminal justice information system.

IMPLEMENTATION: Funding is requested for development of uniform reporting forms and procedures manuals and for travel and per diem of clerks attending workshop sessions.

The program will be a cooperative effort of the Clerk of Court Association and the Board of Crime Control. Staff members of the Board of Crime Control Bureau of Research and Design will instruct the clerks at regional workshops.

As the information system is evolving, continuation of this project at the same level will be necessary through 1976 to insure that full court data is available.

SUBGRANT DATA: One subgrant will be made to the Montana Clerk of Court Association not to exceed $1,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$5,000	$560	$5,560	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Law School Interns (C-1)

OBJECTIVE: This program is designed to provide practical legal experience to approximately 30 law students through a 12-week internship in a criminal justice agency. A secondary goal is to provide additional manpower to participating agencies.

IMPLEMENTATION: Funding will be requested for a nominal salary, travel, per diem and operating expenses for students participating in the program.

The students normally will spend 12-weeks of summer vacation in the intern program. The interns, second-year law students, will be placed in those agencies willing to participate by the county attorney coordinator. In agencies in the Missoula locality, students may commute from school to work during the regular school year.

Through the program, students learn the realities of every day criminal justice agency operations and gain responsibility by seeing their own impact upon the justice system.

Ideally, the program will recruit many of the participants to careers in prosecution, legal aid or public defense.

The participating agencies in turn benefit from the research and other work done by interns.

Past reaction to the program has been unanimous support for continuation.

It is anticipated that financial support will be sustained at the present level over the multi-year period.

SUBGRANT DATA: Approximately 30 grants in varying amounts from $1,200 to $2,000 will be made to county governments. All subgrants will be coordinated by the county attorney coordinator.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$50,000	$5,600	$55,600	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should stress the need for student assistance to reach a certain objective. The second area to be stressed is the anticipated workload and activity of the student. Upon completion of the internship the student should submit to the SPA an analysis of his experience as an intern.

TITLE: Public Education (C-2)

OBJECTIVE: This program has three interrelated purposes: to increase public awareness of the L.E.A.A. and state planning agency function; to promote general awareness of the criminal justice system; and, to assist criminal justice agencies in developing a public communication capability.

IMPLEMENTATION: Funding may be requested for personnel, operating expenses, printing and other costs involved in dissemination of information to the public.

To accomplish the three stated objectives, the SPA will continue its present public information service. This includes continuing employment of a public information officer to produce the agency newsletter "Checkmate", routine press releases and special documents.

The agency program will be expanded to include multimedia campaigns for criminal justice system awareness. Feature and background releases will be made to increase general knowledge of L.E.A.A. and state programs and priorities. Special campaigns will be implemented, as needed, to inform the public about changes in Montana's criminal justice system.

The third objective of building a local communication capability will be met by providing technical assistance to agencies seeking to develop local programs.

Informally, the program will work to strengthen communication among the various agencies in the system and to increase awareness of such components as part of an overall system.

SUBGRANT DATA: As 1973 funding in this category is not exhausted, only one subgrant of $5,000 to the SPA is anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$5,000	$560	$5,560	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should include some method of measuring the degree of improvement in terms of both the general public and the law enforcement community. The implementation plan should include the detailed methodology of providing technical assistance to local agencies.

TITLE: Criminal Justice Interns (C-3)

OBJECTIVE: This program is designed to provide thirty to fifty L.E.E.P. students with 12-weeks of practical experience working with a criminal justice agency. A secondary goal of the program is to gain acceptance of higher education as an important tool in upgrading the professional service of criminal justice personnel.

IMPLEMENTATION: Activities planned for which funding may be requested include nominal salaries, transportation and per diem for interns and operating expenses of administering the program.

Students are placed in agencies by the L.E.E.P. faculty of each higher-education institution. A reporting schedule and close supervision is maintained between faculty and student and academic credit is awarded for the work experience. The faculty and the agency administrator cooperate in insuring maximum utilization of the student's time.

This program has been beneficial to law enforcement agencies in past years in supplying needed manpower during the vacation season. It also has been effective in recruiting students to return to work in the Montana criminal justice system following graduation.

SUBGRANT DATA: Ten to twenty subgrants will be made available to units of local government to employ interns in an amount not to exceed $30,000 total.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$30,000	$3,400	$33,400	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Legal Education Development (C-4)

OBJECTIVE: The purpose of this program is to design a basic law curriculum for use in secondary-level civic classes. The curriculum will cover the functioning of the criminal justice system, civil rights and public control of the legal system. The benefit of this program to the criminal justice system will be in the increased awareness of the future public of the functions of the criminal justice system.

IMPLEMENTATION: Activities for which funding will be requested include consultants fees, personnel, transportation and per diem and costs of developing and printing a teaching guide and aid.

Development of curriculum will require research of acceptable subjects, identification of resources-including qualified speakers, production of teaching guides and aids and coordination with the secondary school program of the state Department of Education.

These activities will be coordinated through the secretary of the Montana Bar Association who will meet with educators, attorneys and criminal justice professionals in major communities to draw up an acceptable curriculum outline. The SPA public information officer will provide technical assistance in producing a teaching guide and learning guide.

Implementation of the course as a regular part of the secondary level curriculum will be the responsibility of the state public school system and/or individual schools.

SUBGRANT DATA: One grant to the Montana Bar Association in the amount of $15,000 is anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$15,000	$1,700	$16,700	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should include documentation of need and some method by which the success of the program can be measured. The SPA evaluation section shall assist the applicant in developing the evaluation component.

TITLE: Inmate Post-Secondary Education (C-5)

OBJECTIVE: The objectives of this program are, first, to provide college-level education to qualified inmates of Montana State Prison; and, second, intensive individual counseling to strengthen positive attitudes towards education and society in general.

IMPLEMENTATION: This program is the continuation of a successful 1973 pilot program. Funding will be requested for tuition, books and supplies for participating inmates.

Four courses are offered through the extension service of the University of Montana. They are, English (100); Sociology (101); Mathematics (101); and, Psychology (110). The inmates may earn 18 quarter credits for participation in all courses.

The American college test is administered to determine eligibility and an analysis of test results is provided to each inmate tested. All testing, instruction and individual counseling is done by faculty of the University of Montana.

It is anticipated that following second year evaluation and possible modification, the program will be funded near its present level through 1976.

SUBGRANT DATA: One subgrant will be available to Montana State Prison in the approximate amount of $25,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$25,000	$2,800	$27,800	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The SPA evaluation section shall assist the applicant in developing the evaluation component.

TITLE: Equipment (D-1)

OBJECTIVE: This program is designed to assist local criminal justice agencies to acquire basic and specialized equipment necessary to routine operations but not available within the local budget.

IMPLEMENTATION: Local agencies apply to the regional planning council and state agencies directly to the state Board for equipment purchases. Each application is reviewed to determine if the equipment for which funding is requested is necessary to operations and whether it can be purchased through the operating budget of the requesting agency.

The state planning agency has prepared a listing of minimum equipment needs. This list is used as a guide in determining the necessity of the equipment.

The Board also has established policies concerning equipment which should be purchased and maintained as a part of the routine operating expense of the agency.

SUBGRANT DATA: Requests from police, court and correctional agencies at the state and local level are anticipated. As a broad range of equipment is necessary no limit to the amount or number of grants can be made. Funding for equipment is available from 1973 Part C funds, therefore, only $1,000 of 1974 Part C funds will be made available for equipment purchases.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$1,000	$120	$1,120	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Juvenile Institutions-Vocational and Rehabilitation Equipment (D-2)

OBJECTIVE: The purpose of this program is to assist the three juvenile correctional institutions in acquiring specialized equipment to teach vocational skills.

IMPLEMENTATION: Funding may be requested for a variety of equipment needed to teach vocational skills.

Each application will be reviewed by the state planning agency staff to determine the necessity of the equipment in vocational training and the need for federal funds to purchase extraordinary equipment not provided for in the Institution's budget.

SUBGRANT DATA: Three (3) subgrants not to exceed $10,000 total are anticipated. Pine Hills School for Boys, Mountain View School for Girls and/or Swan River Youth Forest Camp will be eligible for funding under this program.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$10,000	$1,200	$11,200	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184. The summary should include a provision for maintaining an adequate data base showing the number of juveniles involved in the training (including the type of training) and the method to be used in determining the value or success of the vocational training provided.

TITLE: Group Homes (E-1)

OBJECTIVE: This program is designed to provide assistance in expanding the state's network of juvenile group homes by two facilities. The expanded network will provide an alternative to incarceration for 80 to 100 juveniles in 10 District Youth Guidance Homes.

IMPLEMENTATION: Funding may be requested for personnel, facility remodeling, equipment and operating expenses.

Awards will be made through the Department of Institutions to local, non-profit agencies. District Youth Guidance Homes are administered by a board of directors of a local community. However, each home must meet standards established by the Department of Institutions.

State funds have been appropriated to maintain the eight homes now in operation. An additional appropriation for maintenance of the two new homes is anticipated. Consequently, additional funds will not be necessary in the multi-year period.

SUBGRANT DATA: One subgrant of $50,000 to the Department of Institutions is anticipated. The Department of Institutions will then allocate the money to private, non-profit corporations.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$50,000	$5,600	$55,600	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Correctional Diagnostic Center (E-2)

OBJECTIVE: The objective of this program is to establish and maintain a diagnostic testing and evaluation center which would provide extensive medical and psychological evaluation of each convicted felon in the state.

The completed evaluation will be used to determine the best method of rehabilitating that offender. The evaluation would be made available to the court prior to sentencing.

IMPLEMENTATION: A site must be chosen for the center. Preferably, the site will offer some existing services and equipment and a central location to facilitate the transfer of prisoners.

Once the site is determined, the center can be equipped and staffed. Salaries, equipment and operating costs may be requested.

It is anticipated that each convicted felon would be sent to the center for 60 to 120 days. The evaluation would take place under close security.

Medical as well as psychological assessments will be made.

An evaluation which includes the past history of the offender would be provided to the judge prior to sentencing.

It is expected that the program will continue indefinitely. Federal funding will be required through 1976.

SUBGRANT DATA: No subgrants are anticipated during 1974 because of the need for investigation and site selection. However, large sums will be needed through the multi-year period for full equipping.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$100	$12	$112	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Court Facility Improvement (E-3)

OBJECTIVE: The objective of this program is the physical improvement of trial court facilities. Particular emphasis will be given to facilities for the use of witnesses, victims and juries.

IMPLEMENTATION: Funding may be requested for renovation or improvement of any of the facilities used in District Court trials. Projects to provide or improve the facilities needed for the protection and segregation of witnesses, victims and juries will be emphasized.

First year (1974) funds are limited. However, the level of funding in this program will increase over the multi-year period.

SUBGRANT DATA: One to three subgrants will be made available to district and/or municipal courts in a total amount not to exceed $15,000

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$25,000	$2,800	$27,800	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Juvenile Receiving Center (E-4)

OBJECTIVE: The objective of this program is to provide a model juvenile facility for the temporary custody of juveniles awaiting disposition, foster home placement or transfer.

IMPLEMENTATION: Funds may be requested for personnel, acquisition and renovation of a facility, equipment and/or operating expenses for one model short-term facility. The model facility will be established under the supervision of a juvenile court and, in no circumstances, will be included in a county or city jail.

Juveniles will be referred to the shelter by service agencies or the juvenile court. A maximum holding period will be established to insure a speedy disposition of the juvenile's case. Ideally, the facility will be used as a center for evaluations and other pre-disposition activities involving juvenile offenders.

Following evaluation of the model center program, and any necessary revisions, state financial support will be sought for expansion of the program. The amount of federal involvement necessary through the multi-year period has not yet been determined.

SUBGRANT DATA: As planning and community organization is a necessary first step to undertaking a model program, no subgrant applications during 1974 are anticipated. Part E 1973 funds are available if needed.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$100	$12	$112	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Prison Workload Analysis (F-1)

OBJECTIVE: This program will provide for an analysis of current use of manpower at Montana State Prison and recommendations to improve the efficiency of manpower use in the future. The study will include recommendations for the amount and effective deployment of manpower needed at the existing and planned prison facility.

IMPLEMENTATION: Funding will be requested for consultants fees, expenses, printing and distribution of a prison workload analysis.

The consultants will interview the prison administration and employees and examine the physical plant and records to find methods of improving the overall operational efficiency.

The survey results with attached recommendations will be given to the current administration for review and implementation.

No commitment for further grants in subsequent years will be necessary. However, a commitment for future federal funding may be necessary to implement the findings of the study.

SUBGRANT DATA: One subgrant in the amount of $2,000 to the Department of Institutions is anticipated to provide for the workload analysis.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$2,000	$250	$2,250	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should stress the method of implementing the study, including a detailed time-table and a plan for implementing the recommendations.

TITLE: Police Workload and Manpower Distribution Study (F-2)

OBJECTIVE: This program will fund an analysis of the workload and manpower deployment of one or two law enforcement agencies in major counties, with the goal of recommending improved patrol and manpower deployment procedures which can be adopted statewide.

IMPLEMENTATION: Funding may be requested for consultants fees, operating expenses, printing and distribution of the completed study.

The county, or counties, in which the study is performed must meet the criteria to be set for the study base.

Recommendations from the analysis must formulate a patrol deployment system which is responsive to the demands for police service and consistent with the most effective use of patrol personnel.

The analysis of the workload should determine the nature and volume of demands for service and the time expended in these services by police personnel. Information obtained from this analysis should be used to establish priorities for the available man hours of patrol personnel. Emphasis of the proposed deployment system should be on crime reduction, apprehension, minimum response time and equalization of workload among patrol personnel.

The model system should be applicable statewide. Multi-year funding necessary for this program will depend on the results of the initial study.

SUBGRANT DATA: One to two subgrants not to exceed a total of $20,000 will be made through this program.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$20,000	$2,500	$22,500	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should include a detailed description of method of implementing the survey including a time-table.

TITLE: Consolidation and Special Cooperative Crime Impact Projects (G-1)

OBJECTIVE: The primary objective of this program is to encourage the consolidation, partial or total, of local law enforcement facilities, services and operations by providing funding incentives.

The long-range objective of the program is to provide a more efficient police service to Montana citizens at a reasonable cost to local governments. Hopefully, the efficiencies sought will provide a more professional and responsive service for local governments and the public and lead to a reduced incidence of crime.

IMPLEMENTATION: Local governments may request funds for surveys, planning, design, construction and remodeling of facilities to execute total consolidation or cooperative service consolidation of detention, records, communication, investigation and joint facilities.

Funds are being made available to those local governments interested in exploring the alternatives of consolidation and implementing such plans.

Consolidation, either partial or total, of law enforcement functions has been inaugurated in 10 counties in Montana in the past year. Montana law now provides for this local option to bring together local law enforcement agencies (county-city) either partially or in total.

Technical assistance to local governments studying consolidation alternatives is being provided by the Technical Assistance Division of L.E.A.A. in cooperation with the planning staff of the Board of Crime Control.

Funds allocated for this action year are being supplemented by a carryover balance from 1973 funds.

Over the remaining multi-year period, funds will be allocated according to the interest generated in this program by the prior year activities.

SUBGRANT DATA: One to five subgrants will be made to units of local government, the total amount of which will not exceed $100,000.

No funding will be available unless a subgrantee has a documented commitment from local government, other agencies involved and submits a preliminary plan to the SPA.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$130,000	$15,000	$145,000	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should be quite detailed including a method for cost/benefit analysis and should first be submitted to the SPA in the proposal. Upon receipt of the component the SPA evaluation division shall assist the applicant in fully developing the evaluation component.

TITLE: Master Correctional Planning Committee (G-2)

OBJECTIVE: The primary objective of this program is to fund the activities of a select committee of criminal justice administrators appointed by the governor to determine and implement long-range goals for the improvement of Montana's correctional system.

In this action, the committee will examine and utilize the standards and goals set by the National Advisory Commission.

IMPLEMENTATION: Funding may be requested for staff salaries, transportation, per diem and operating expenses to carry out the committees duties.

The select committee of participants will meet periodically to discuss the philosophy and direction of the correctional system.

The committee's findings and recommendations shall be presented to the governor, the legislature and the public.

If legislation is required, the committee shall draft such legislation.

The participants will be furnished text material describing modern concepts of corrections utilized in the United States. Reference material, experience and the personal convictions of the members will be the basis of a master correctional plan for Montana.

Future federal funding of this program is not anticipated. However, federal funding may be required to implement the recommendations of the committee.

SUBGRANT DATA: One subgrant to the Department of Institutions is expected in the approximate amount of $25,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$25,000	$2,800	$27,800	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should pay particular attention to the time-table for activities and the method of implementation of recommendations.

TITLE: Supreme Court Committee on Rules of Evidence (G-3)

OBJECTIVE: The objective of this program is the revision of Montana's rules of evidence by committee action. The revised rules, necessitated by revision of the state's criminal code, will be presented to the Supreme Court for adoption.

IMPLEMENTATION: Funding will be requested for staff salaries, consultant fees, transportation, per diem and operating expenses for a committee to revise the state's rules of evidence.

A committee, composed of Supreme Court justices, district judges, attorneys and faculty of the law school will be appointed by the Supreme Court to recommend the revisions.

Initial research activity of the committee will focus on federal rules of evidence and the efforts of other states in revision of such rules. Technical assistance will be provided to the committee in determining an expedient course of action.

Revisions prepared by the committee will be presented to the Supreme Court which is constitutionally authorized to adopt and promulgate such rules. Ultimately, the committee's revisions will be published as a professional review. Seminars will be conducted throughout the state and a final version adopted by the state Supreme Court.

It is anticipated that the work of the committee will extend over an 18 to 24 month period. Funding would be provided through 1974 Part C Block Support. No further federal funding will be required.

SUBGRANT DATA: One subgrant will be made available to the Montana Supreme Court in an amount not to exceed $30,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$30,000	$3,400	$33,400	90-10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Criminal Justice Community Awareness Program (H-1)

OBJECTIVE: This program is designed to assist local law enforcement agencies in developing the capability to maintain public information programs by providing technical assistance and funding incentives to community involvement pilot programs.

IMPLEMENTATION: Funding may be requested for personnel, transportation, per diem, equipment, operating expenses and hand-outs and/or display materials to encourage citizen understanding of, and involvement in, law enforcement activities.

Local law enforcement agencies which determine a problem area or a specific need for public cooperation may apply for funding. Campaigns for which funding is requested may be oriented to crime prevention, citizen cooperation, promotion of public trust or understanding, discouragement of delinquency or any other purpose for which a need for improved interaction between law enforcement and the public can be demonstrated and an improvement of communication anticipated.

The state planning agency staff will assist the local agency in developing effective methods of communication and will coordinate local programs to avoid duplication of efforts.

Increased funding of this program through the multi-year period is anticipated. More programs and innovative themes will be introduced as needed. However, after a reasonable time, local agencies will be expected to assume responsibility for maintaining the program.

SUBGRANT DATA: A number of small grants ranging from $500 to $20,000 are anticipated. Local units of government demonstrating a specific need and/or a specific plan for improved communication are eligible for funding or technical assistance. Whenever feasible, the state planning agency will provide or recommend substitute material to eliminate costly duplications.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$50,000	$5,600	$55,600	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should be quite detailed and submitted to the SPA in proposal form. Upon receipt the SPA evaluation section shall assist the applicant in fully developing the evaluation component.

TITLE: Intensive Counseling Services (H-2)

OBJECTIVE: The objective of this program is to reduce the incidence of juvenile recidivism by providing intensive counseling to seriously disturbed youth. Funding will be provided for three juvenile courts to supervise counseling programs which are far more intense than the typical juvenile probation service.

IMPLEMENTATION: Funds may be requested for personnel, consultant fees, transportation, per diem and operating expenses.

Several approaches to altering the behavior patterns of youth will be used to implement this project. All of the youth participating in the project will be hard-to-reach youth that have not benefited from traditional probation. Strict records will be kept on the participating youth to determine the effectiveness of the program. The program approaches will consist of group counseling, outward-bound type experiences, family counseling, and intensive supervision.

SUBGRANT DATA: Three subgrants ranging from $2,000 to $4,000 are anticipated under this program. The funds will be granted to units of state or local government.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$10,000	$1,200	$11,200	90-10

TITLE: Criminal Justice Community Awareness Program (H-1)

OBJECTIVE: This program is designed to assist local law enforcement agencies in developing the capability to maintain public information programs by providing technical assistance and funding incentives to community involvement pilot programs.

IMPLEMENTATION: Funding may be requested for personnel, transportation, per diem, equipment, operating expenses and hand-outs and/or display materials to encourage citizen understanding of, and involvement in, law enforcement activities.

Local law enforcement agencies which determine a problem area or a specific need for public cooperation may apply for funding. Campaigns for which funding is requested may be oriented to crime prevention, citizen cooperation, promotion of public trust or understanding, discouragement of delinquency or any other purpose for which a need for improved interaction between law enforcement and the public can be demonstrated and an improvement of communication anticipated.

The state planning agency staff will assist the local agency in developing effective methods of communication and will coordinate local programs to avoid duplication of efforts.

Increased funding of this program through the multi-year period is anticipated. More programs and innovative themes will be introduced as needed. However, after a reasonable time, local agencies will be expected to assume responsibility for maintaining the program.

SUBGRANT DATA: A number of small grants ranging from $500 to $20,000 are anticipated. Local units of government demonstrating a specific need and/or a specific plan for improved communication are eligible for funding or technical assistance. Whenever feasible, the state planning agency will provide or recommend substitute material to eliminate costly duplications.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$50,000	$5,600	$55,600	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. The component should be quite detailed and submitted to the SPA in proposal form. Upon receipt the SPA evaluation section shall assist the applicant in fully developing the evaluation component.

TITLE: Intensive Counseling Services (H-2)

OBJECTIVE: The objective of this program is to reduce the incidence of juvenile recidivism by providing intensive counseling to seriously disturbed youth. Funding will be provided for three juvenile courts to supervise counseling programs which are far more intense than the typical juvenile probation service.

IMPLEMENTATION: Funds may be requested for personnel, consultant fees, transportation, per diem and operating expenses.

Several approaches to altering the behavior patterns of youth will be used to implement this project. All of the youth participating in the project will be hard-to-reach youth that have not benefited from traditional probation. Strict records will be kept on the participating youth to determine the effectiveness of the program. The program approaches will consist of group counseling, outward-bound type experiences, family counseling, and intensive supervision.

SUBGRANT DATA: Three subgrants ranging from $2,000 to $4,000 are anticipated under this program. The funds will be granted to units of state or local government.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$10,000	$1,200	$11,200	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Waylet Program (H-3)

OBJECTIVE: The objective of this program is to lower recidivism among released felons to less than 15 per cent through comprehensive post-prison release services. The Way-let project provides such comprehensive services exclusively to released felons. Services offered include job placement, vocational and personal counseling, basic survival skills and community socialization training.

IMPLEMENTATION: Funding will be requested for personnel, equipment, supplies and operating expenses for the Way-let Project in Helena.

Way-let operates a residential facility for recently released clients and maintains follow-up and support services for former residents. The program provides multiple services--using its own resources and those existing in the community--to a maximum resident population of 15.

Way-let is the central and controlling agency for felons released to the project. A three-phase program is offered for social readjustment.

1. Pre-Release Phase: Way-let staff cooperates with the potential client, prison administration and parole staff in formulating an individualized release plan.

2. Residency Phase: The planning initiated in the Pre-release Phase is implemented while in residence. Projected residence time is 3 months. During this time the client receive: employment and vocational training assistance; counseling; and, training in fundamental living skills.

3. Follow-up Phase: After leaving the facility as a resident client, the staff conducts an intensive 10-week follow-up and support service followed by a one year monitoring program of contact and reinforcement.

One staff member will be assigned primary responsibility for the follow-up procedure. The staff in follow-up counseling insures that all critical situations are dealt with and confronted by the client and that the client is meeting his obligations to himself, the program, and especially to the community.

SUBGRANT DATA: One subgrant is anticipated in the approximate amount of $45,000. The subgrant applicant is expected to be the Rocky Mountain Development Council. As 1973 corrections funds are available, no 1974 action funds will be required.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$100	$12	$112	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Montana Organization for Volunteer Effort (H-4)

OBJECTIVE: The primary objective of this program is an increase in manpower available to adult and juvenile correctional agencies through the utilization of citizen participation. The program will also enable volunteers to gain first-hand knowledge of the problems encountered by correctional personnel and offenders.

IMPLEMENTATION: Activities for which funding may be requested will include personnel, equipment and operating expenses of a technical assistance agency to recruit and supervise volunteers. An agency applying for funds must submit a plan of action and demonstrate the coordination and support of the Board of Pardons, Montana State Prison, juvenile courts and juvenile probation. The application should also contain evidence that federal funds will be utilized for volunteer efforts within the criminal justice system. It is also recommended that the plan include a discussion of future funding sources as further funding through the multi-year period is not anticipated.

SUBGRANT DATA: Money for activities to implement this program will come from a carry over in the 1973 Part E comprehensive plan.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$100	$12	$112	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Criminal Justice Information System (I-1)

OBJECTIVE: The purpose of this program is to expand the capability of the state planning agency to gather and anlyze information concerning crime activity in Montana and the functioning of all parts of the criminal justice system.

The Bureau of Criminal Statistics currently collects statewide information on arrests, offenses known to the police and prison admittances and releases. Planned expansion will include data concerning court activities, probation and parole.

IMPLEMENTATION: Funding will be requested for personnel, transportation and per diem, operating expenses, supplies and the development and printing of reporting forms.

Presently the criminal justice data center of the Montana SPA collects arrest information from 133 sheriff offices and police departments. Reports are sent to the SPA once a month and a quarterly analysis and summary is published. In 1973, an effort to collect statistics about offenses known to the police was initiated and computer programs were written to compile and summarize this data. The first analysis and summary of this data will be issued in 1974 and on a regular basis thereafter. Additional special reports are planned using both arrest and offense data highlighting urban-rural crime, crime along the interstate and crime by population groupings.

A series of conferences with clerks of the court have been planned to work out procedures for collecting relevant information about the courts segment of the criminal justice system (Program B-16). Draft forms have been prepared to capture data about activities in the system after a person is arraigned and continuing through sentencing or release. This would include information about volume, types of offenses processed, sentencing patterns, time spent in this portion of the system and other indices of court activity.

A preliminary survey of court activity was done in the summer of 1973. The survey indicated that information of this nature was available and could be collected on a regular basis.

Procedures to gather information from the parole and probation part of the system will follow a similar pattern. Conferences will be arranged with key personnel and procedures and forms to collect relevant data developed.

SUBGRANT DATA: One grant to the SPA in the amount of $45,000 is anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$45,000	$5,000	$50,000	90-10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Communications (I-2)

OBJECTIVE: The objective of this program is to implement a statewide law enforcement communication system by supplying to state and local agencies equipment, services and technical assistance necessary to upgrade radio communication to the level previously established in the overall communication plan.

IMPLEMENTATION: Funding will be requested for radio equipment and auxiliary equipment - such as repeater hardware and computer relays installation, and technical assistance from the Electronic Research Laboratory of Montana State University.

Any equipment purchased must meet standards and prices set by the state purchasing agency. The Electronics Research Laboratory reviews each subgrant to determine that equipment requested meets the specifications established in the state communication plan.

The Board of Crime Control contracts with the Electronic Research Laboratory to provide assistance to users in licensing, frequency coordination, engineering trouble-shooting and preparing specifications for bidding. The Electronic Research Laboratory provides direction and technical assistance in all areas of communications improvement.

SUBGRANT DATA: One subgrant will be made to the Electronic Research Laboratory for technical assistance. Additional subgrants will be made to state and local government units for equipment and services within the scope of the total communication plan.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$245,000	$27,200	$272,200	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Law Enforcement Teletype System (I-3)

OBJECTIVE: The objective of this program is to maintain the Montana Law Enforcement Teletype System and to expand the use of this system to reach rural law enforcement agencies.

IMPLEMENTATION: Funding will be requested for personnel, transportation, per diem, equipment and operating expenses associated with the teletype system.

The teletype system, in 1973, combined with the state's criminal identification and information bureau, installed computer switching equipment and expanded its services to reach 9 additional areas. In 1974, the system will attempt to bring each law enforcement agency in the state which has a 24-hour operation on-line. The staff will encourage rural departments to install compatible terminals to interface with the nearest large department on-line.

State support for the teletype system is expected to increase in the future and, eventually, the network will be state supported. Federal funding of the system will decline sharply through the multi-year period.

SUBGRANT DATA: One subgrant not to exceed $150,000 will be made to the Department of Justice of which the teletype system is a bureau.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$150,000	$17,000	$167,000	90-10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 181-184.

TITLE: Police Operational Information Systems (I-4)

OBJECTIVE: The objective of this program is the development of law enforcement agency information systems which will provide administrators necessary data concerning crime and agency operations to effectively plan police operations.

IMPLEMENTATION: Local and county law enforcement agencies will request funds for personnel, transportation and per diem, equipment and supplies to develop and improve automated and manual police information systems. Federal funds will assist police agencies in implementing the following standards:

- Establishment of procedures to insure simple and efficient reporting of criminal activity to assist in criminal investigations and provide complete information to other components of the criminal justice system.

- Establishment of a records system to collect crime data and record operational activities so that crime conditions and the effect of agency operations can be systematically evaluated.

- Establishment of a cost/effective, compatible information system to collect, store and retrieve information moving through the agency. The use of the system should be directed toward crime reduction.

- o Coordination of the information system with those of other local, state or federal law enforcement agencies to form an integrated network of criminal justice information systems to facilitate the exchange of information.

SUBGRANT DATA: It is anticipated that one or two larger subgrants totaling approximately $70,000 will be made to city and county law enforcement agencies in one of Montana's more populated areas for the development of an automated information system. Two subgrants, for approximately $15,000 each, will be made to smaller law enforcement agencies to develop a manual information system. Feasibility studies and operating systems will not be funded.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	$100,000	$12,000	$112,000	90-10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 181-184. In developing the evaluation component, the applicant should emphasize the implementation plan, including a rather detailed time-table of activities and anticipated results.

COMPLIANCE WITH FUNDING LIMITATIONS

A. L.E.A.A./Census Bureau Data:

State Law Enforcement Expenditures - 42%
Local Law Enforcement Expenditures - 58%

B. SPA Allocation:

Total Part C	$1,820,000
State Availability	750,000
Local Availability	1,070,000

C. Construction Costs:

Part C Total	$65,200
Correctional Diagnostic Center	100
Court Facility Improvement	15,000
Juvenile Receiving Center	100

D. Personnel Compensation:

a. Estimated total personnel compensation in all Part C programs - $450,000

b. Estimated total personnel compensation in all Part C programs for police or other regular law enforcement personnel - $295,000

c. Estimated total increases in personnel of implementing agencies - 0

d. Estimated expenditures from federal share for the increased personnel compensation in (c) above - 0

ASSISTANCE TO HIGH CRIME/LAW ENFORCEMENT
ACTIVITY AREAS

Billings	1972	1973
Communications	$ 5,122	$
Drug Investigation	7,650	
Training	3,106	792.00
Equipment	1,185	
TOTAL	$17,063	$ 792.00

Yellowstone County	1972	1973
Manpower Assistance	$18,959	$ 9,778
Equipment	3,976	
Communications	10,551	
Education and Training	2,594	806
Jail Improvements	2,089	
TOTAL	$38,169	$10,584

Great Falls	1972	1973
Equipment	$4,148	
Education and Training	297	
Drug Investigation	3,000	
TOTAL	$7,445	

Cascade County	1972	1973
Manpower	$4,969	$ 9,305
Communications		6,040
Education and Training	733	352
Equipment	3,374	
TOTAL	$9,076	$15,697

City of Missoula	1972	1973
Communications	$ 8,260	
Equipment	4,004	
Education and Training		$ 363
TOTAL	$12,264	$ 363

Missoula County	1972	1973
Communications	$11,368.76	$ 2,931.00
Education and Training	2,899.55	488.55
Equipment	4,442.59	
Alternatives to Incarceration	5,421.00	
Drug Investigation	14,807.93	
Manpower		12,588.41
TOTAL	$38,939.83	$ 16,007.96

LOCAL PARTICIPATION AND FUND BALANCE

Local initiative in the development of programs and projects for improvement of law enforcement is accomplished directly through the five Regional Advisory Councils by virtue of the representative composition of these councils. The advisory councils rely heavily upon the state planning agency staff advisors to aid them in their criminal justice planning efforts.

Local agencies applying for federal assistance for action projects are required to submit initial requests directly to the regional advisory council within that region. Thus, the council has the first opportunity to review and insure that applications are within the scope of the comprehensive state plan.

The advisory councils have established deadlines for requests by program category. The regional councils, sitting as a body, process these requests and establish priorities within their region. These regional priorities are transmitted to the State Commission for formulation of cumulative statewide priorities.

Program proposals, following review by the advisory councils, are transmitted to the state planning agency staff for review and evaluation. Consideration is given to substance and need. It is impossible to follow a set formula when allocating money to units of local government and, as stated in the guidelines, the requirement that an appropriate balance of fund distribution be achieved among local government units does not mean that every local unit must receive a grant from the state. Conversely, the state supervisory body is not likely to permit funds to be concentrated solely in a few locations.

Geographically, based on population, Montana has maintained a fairly equal distribution of action money among the five established regions, and the cities and counties within the regions. Every effort shall be made through multi-year planning to maintain this balance.

The following is a program by program review of state/ local participation:

	Local	State	Total
Manpower	181,845	115,000	296,845
Training	130,000	350,200	480,200
Education	95,000	25,100	120,100
Equipment	1,000	10,000	11,000
Facility	65,100	100	65,200
Workloads	20,000	2,000	22,000
Operating Standards	100,000	20,000	120,000
Services	60,100	100	60,200
Information Systems	325,000	215,000	540,000
TOTAL	813,045	737,500	1,715,545

ALLOCATIONS TO SUBSTANTIVE AREAS OF LAW ENFORCEMENT

To be "comprehensive" in scope, state plans must be subject to continuing review, evaluation and modification by the state planning agency. State plans must also be flexible to accommodate the vast differences in particular state law enforcement problems and resources. Time and available resources directly affect "comprehensiveness".

The state's planning staff takes into consideration every need within the criminal justice system that data and information reveal, or that is expressed by the system or segment thereof. All of these needs are considered during the period of dollar allocation. However, based on the priorities established action on some needs is delayed.

Allocation of funds for each major law enforcement area must be based upon need and achievable goals which are limited by a lack of available resources. Each segment of the criminal justice system is given every consideration.

The allocations shown below are indicative of the state's planning efforts.

	Police	Courts	Corrections	Other
Manpower	80,000	67,500	155,500	
Training	333,000	60,000	105,600	
Education	20,000	65,000	35,000	5,000
Equipment	1,000		10,000	
Facilities		25,000	50,200	
Workloads	20,000		2,000	
Operating Standards	130,000	30,000	25,000	
Services	50,000		10,200	
Information Systems	540,000			
TOTAL	1,174,000	247,500	393,500	5,000

JUVENILE JUSTICE PAGE REFERENCE

The following summation refers to the page location of all text and data relevant to the juvenile justice system.

VOLUME ONE

Existing Systems
- Juvenile Crime — Page 30-31
- Juvenile Justice(Courts) — 126-130
- Juvenile Corrections Institutions — 167-182

Related Programs
- Montana Youth Development Bureau — 205-207
- Mental Health Facilities — 211-213
- Montana Drug Abuse Prevention Plan — 214-215
- Department of Social and Rehabilitative Services — 222-223

Progress Report
- Juvenile Corrections Training — 237-238
- Juvenile Probation Manpower — 243-244
- Division of Aftercare Manpower — 244
- Juvenile Justice Advisory Council — 256
- Aftercare Information System — 256
- Psychological Inventorying — 261
- Diagnostic and Program Supervisor — 261
- Group Counseling — 263
- Day Care Aide Training — 263
- Statewide Volunteer Assistance — 265

VOLUME TWO

A Potential Criminal Justice System for the 1980's

- Juvenile Justice — Page 47-55

Multi Year Plan
- Manpower — 63-64
- Training — 70
- Education — 73
- Equipment — 78
- Facilities — 82-83
- Operating Standards — 92
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Juvenile Probation(A-3) Page 111
Community Resource Developer(A-8) 116
Juvenile Corrections Training(B-5) 126
Juvenile Probation Officers In-Service Training(B-10) 131
Juvenile Institutions-Vocational and Rehabilitation Equipment(D-2) 144
Group Homes(E-1) 145
Juvenile Receiving Center(E-4) 147-148
Intensive Counseling Services(H-2) 158
Montana Organization for Volunteer Effort 160

PROVISION FOR EVALUATION

The Montana Board of Crime Control has responded to the critical need for evaluation by establishment of an evaluation section. Evaluation encompasses the total process of determining the value or success in achieving the pre-determined objectives of programs and projects initiated through L.E.A.A. funding.

The Montana Board of Crime Control has assigned one individual to devote the majority of his time to the evaluation process. The evaluation process is one of the functions of the Bureau of Standards. The Bureau Chief will devote approximately 20 percent of his time to the administration of program/project evaluations.

Four grant monitors will each devote approximately 50 percent of their time to monitoring programs and projects in the five regions. The law enforcement specialists within the Planning Bureau will also devote a portion of their time to the monitoring/evaluation process.

The former difficulty in criminal justice project evaluation has been the lack of a good program rationale in the intitial project description. The narrative should contain a well-defined measurable objective and a statement of intended impact or accomplishment. The problem has been providing evaluation as an afterthought rather than as an integral part of total project activity.

The SPA will require quantification of objectives with pertinent support data from all applicants. This will help the applicant define more clearly what he wants to accomplish and assist in structuring his project. If the SPA encourages basic planning in the design of a subgrant application, it should help to generate a high quality subgrant.

Evaluation will be simplified by making it an integral part of the subgrant application process. All subgrants will be required to contain clear and quantifiable statements of the expected results of the project. Input and output measures on significant subgrants must be incorporated into the subgrant as an SPA requirement.

Too often, the internal effects or achievements of a project are mistaken for a measure of success and the external achievements are not identified or measured. As an example, programs designed to provide experience for criminal justice student interns usually accept the practical experience, or on-the-job training factor, as the measure of success. The SPA will require documentation of the impact these projects have on the criminal justice system. Interns should contribute to some of the objectives of the agency in which they were employed.

Program/Project Planning

The evaluation section of the SPA has the responsibility for developing and implementing policies and procedures to ensure the comprehensive evaluation of criminal justice activities supported by the Board of Crime Control.

Evaluation can only be successfully accomplished through cooperation of the local units of government applying for federal funds. To assist the local units in preparation of quality subgrants which can be evaluated, the SPA has prepared a basic systematic planning format to be used as a guideline by local agencies. Evaluation is basically good planning and must be considered as a first step in the grant application process.

All grants will be subject to evaluation by the SPA if: (1) they are in excess of $5,000; or (2) they involve the funding of personnel; or (3) they involve the funding of construction or remodeling; or (4) they involve funding for special or confidential expenditures.

The following requirements are exerpted from the planning format designed by the SPA for the use of applicants in preparing the narrative portion of their subgrant applications. Proper attention to these six steps should provide a realistic plan of action capable of being evaluated.

The six basic steps are:

1. Identify and define the problem - Each problem addressed is composed of two parts:

    A. A brief, precise description of the nature of the problem or problems; and,

    B. An estimate of the size or extent of the problem in numerical terms. This is necessary to establish the boundaries of the problem and it requires specific information of two types. First, quantitative data derived from crime statistics and other numerical information and, secondly, personal judgement expressed qualitatively where possible.

2. Define the Objective(s)

An objective is the end product or ultimate result of all planning efforts. Objectives should be quantified, time phased, related to the criminal justice system and directed to problems within the community.

Procedure for establishing objectives: (A) examine the problem thoroughly; (B) assess the available criminal justice resources; (C) select a level of impact to direct at the problem; and, (D) describe the impact in numerical terms and in time phases.

3. Describe the Environment

Discuss the surroundings or the community in which the project will take place. This should encompass size, social characteristics and demography that may have a relationship to the project. Environment considers acceptable activities within the community and determines if the project will gain support or rejection.

4. Define the Constraints

Constraints are laws, regulations or possible hinderances to the project. Available resources, time, money and the availability of trained manpower should be seriously considered.

5. Discuss Implementation Plan

The narrative should include the method of implementation. The order of tasks to be taken and assignment of staff to perform those tasks throughout the project is necessary.

6. Describe the Data Collection Method

The types to be collected and who will collect it must be outlined. Include copies of forms and reports. The four basic reports required by the SPA on most subgrants are the actual subgrant application, the first progress report, quarterly reports, and a final report.

Program/Project Implementation

While the responsibility of program/project implementation rests primarily with the subgrantee, the four grant monitors in the five regions will ensure that the projects have been successfully implemented according to the grant provisions and ensure that the various reports required by the SPA are submitted.

However, there will be instances when applicants or subgrantees will require assistance from, and consultation with, the SPA staff. The SPA will provide technical assistance through pre and post/application conferences.

PRE-APPLICATION CONFERENCE

A pre-application conference will be required on the proposal level, or prior to submission of an application, if the state or local agency requests support for an innovative or pilot project. These applications may or may not be within the scope of the state comprehensive plan, but they do generate future planning interest and stimulate new approaches to problems within the criminal justice system.

POST-APPLICATION CONFERENCE

A post-application conference will be required with all subgrantees who have been awarded LEAA funds that involve (1) special conditions, (2) special or extraordinary expenditures or grants, (3) innovative programs, or (4) unusually large grants. Implementation of a program or project can be facilitated when all ground rules have been established in a straight-forward manner.

Program/Project Evaluation

The methods of evaluation to be used by the SPA will contain both subjective (personal) and objective (clinical) elements or a combination of both.

A sound evaluation process requires a steady interaction with the individuals working with the program. An evaluation may be based upon an appraisal of the program by individuals who are a part of it; by those who are receiving the services of the program; and by those observing the program. A personal evaluation is highly subjective and is dependent solely upon the observations and program project familiarity of the evaluators.

The objective or clinical approach to the evaluation includes the analysis of data provided by the program. The quantity and type of required data will be determined by the scope and structure of the program.

Internal data describing the capability of an agency to provide service to various segments of the criminal justice system will measure the method in which the program has achieved its results (e.g., training).

External measures will describe the success of the program in countering crime. Such data shows reduction of crime rates, recidivism rates, clearance rates, etc.

Effect on Future Planning

An evaluation, when successfully completed, will provide the answers to two levels of questions basic to the life of the project and future planning. The first level of questions deals with the operation of the project itself.

1. Has the project been successfully implemented and is it progressing satisfactorily?

2. Are the objectives that were originally designed for the project being met?

3. Have stumbling blocks appeared to hinder progress or have circumstances changed the nature and operation of the project?

4. What impact did the project have on the criminal justice system either directly through the achievement of objectives or indirectly through unexpected results or side effects?

If the project is not progressing as it should and circumstances have changed, then action should be taken to implement the pre-planned alternatives. When all the above questions have been answered, the future operation of the project can be successfully determined by the SPA through a second level of questions that will be asked.

1. Should continued funding for the project be considered and should future funding for similar or like projects be considered?

2. Should funding be terminated immediately or should the project be allowed to continue to the grant expiration date?

3. Does the project have sufficient merit or value to be transferred to another geographical area or should the scope of the resent operation of the project be expanded to obtain optimum effectiveness?

4. Has the project contributed to the SPA planning goals and objectives?

In order to assist the SPA staff with the evaluation and monitoring of programs and projects a subgrant program project review guide has been designed to provide a foundation for the assessment of program/project effectiveness. This guide will be used as the basic vehicle for evaluating, in house and in the field.

The SPA anticipates that some of the subgrant applications submitted to the Board for funding will contain evaluation plans as a part of the projected program. The SPA will review these components for compliance with SPA evaluation standards and will closely monitor such evaluation efforts.